

THE SUMMIT

Shultz and Shevardnadze sign arms accords

BY ROBERT MAUTHNER, DIPLOMATIC CORRESPONDENT, IN MOSCOW

THE SOVIET UNION and the US yesterday concluded two nuclear arms control agreements which, though minor in relation to the proposed treaty for a 50 per cent cut in strategic nuclear weapons (Start), are nevertheless important elements in the paucity of nuclear disarmament measures.

On the sidelines of the summit, Mr Eduard Shevardnadze, the Soviet Foreign Minister, and Mr George Shultz, the US Secretary of State, signed an agreement on the advance notification of test launches of Intercontinental Ballistic Missiles (ICBMs) and Submarine Launched Ballistic Mis-

siles (SLBMs), designed to reduce the risk of misinterpretation, miscalculation or accidental war. Originally, it was intended that the notification of such launches should be included in a Start agreement. However, given the common approach to launch notification, the US proposed at a meeting of the US and Soviet Foreign Ministers in Geneva last May that the provision should be separated from the Start treaty and that agreement on it should be reached straightaway.

The agreement requires notification of all ICBM and SLBM launches at least 24 hours in

advance. The notification should include the planned date of the launch, the launch area and the impact area.

The notifications will be made through the Nuclear Risk Reduction Centres which have been set up in Washington and Moscow under an agreement reached in May 1987.

The other arms control agreement signed yesterday completes the technical details of the so-called Joint Verification Experiment (JVE), considered to be an important step towards the ratification by both countries of the 1974 Threshold Test Ban

Treaty and the 1976 Peaceful Nuclear Explosions Treaty.

The treaties prohibit nuclear explosions, for testing nuclear weapons or for peaceful purposes, having a yield in excess of 150 kilotons (150,000 tons of TNT). In their present form, neither treaty can be verified effectively. But yesterday's JVE agreement will provide the opportunity for each side to measure, employing its own preferred techniques, the yield of one nuclear explosion by the other party.

The US hopes that, at the conclusion of the JVE process, the Soviet Union will be in a position

to accept routine US use of the CORTEX system as an appropriate method of verification. This system is considered by Washington to be the most accurate yield-measurement technique devised so far for the verification of nuclear explosions.

The two tests to be conducted by the US and the Soviet Union under the JVE agreement will exceed 100 kilotons and will approach the Threshold Test Ban Treaty limit of 150 kilotons. The US test will be conducted at the Nevada test site and the Soviet test at the Semipalatinsk test site.

Mr Arbatov said he believed the Soviet side had been successful in keeping arms control as the principal issue on the agenda, in spite of the inability of the two sides to finalise agreement on the proposed 90 per cent reduction in strategic nuclear weapons.

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Moscow calls for troop cuts

By Quentin Peel in Moscow

SOVIET officials yesterday presented a plan for sweeping conventional arms cuts in Europe but the proposal was given a dusty reception by the US.

The plan proposed by Mr Mikhail Gorbachev, the Soviet leader, would require both Nato and Warsaw Pact forces to submit detailed figures on force strengths to each other, in order to determine the asymmetry between them.

This would be followed by "inspection and control measures" by both sides to make sure the information was accurate. A third step of the plan would be for both sides to "find out on this basis the asymmetries, and do away with them," according to Mr George Arbatov, director of the USA and Canada Institute of the Soviet Academy of Sciences.

Finally, both sides would agree on absolute cuts of 500,000 in their troop levels, and on measures to convert their forces "from offensive to defensive systems," he said.

The plan fits in with the Soviet view that although the Warsaw Pact has a substantial superiority in land forces, that is countered by Nato superiority in air strike forces. However, it was greeted with extreme scepticism by Mr Marlin Fitzwater, the White House Spokesman.

Vienna talks, Page 3



Mr Reagan and Mr Gorbachev outside St Basil's Cathedral after talks in the Kremlin yesterday

Senior Soviet adviser Georgy Arbatov talks to Quentin Peel about life after the summit

Gorbachev 'seeks to lock US into East-West talks'

MR Mikhail Gorbachev, the Soviet leader, is determined to maintain the momentum of negotiations with the US on disarmament and regional conflicts, in spite of the tendency for the US presidency to become less effective in its closing months, a senior Soviet adviser said yesterday.

Mr Georgy Arbatov, director of the USA and Canada Institute of the Soviet Academy of Sciences, also said he was deliberately refusing to overreact to the US effort to put human rights at the top of the summit agenda, and to President Reagan's much-publicised meeting with Soviet dissidents.

Mr Gorbachev was most anxious that the present summit should lock the US administration into continuing the East-West talks through the forthcoming elections, and under the next president.

The agreement signed yesterday on advance notification of missile launches, although modest, was important as a confidence building measure - but more important because "it engages the Americans for further talks," he said.

"What our side had in mind was really not to let the process be broken up because of the poor state of the presidency in the US at the

moment," Mr Arbatov said. "We want to get as much as possible done with this administration, and ensure continuity."

"We will not be provoked by any side-shows which our guests could arrange here," he said in a clear reference to President Reagan's meeting with Soviet dissidents and would-be emigrants. "Up till now it worked very well. I never imagined Mr Gorbachev would be such a diplomat, to be so cool under these provocative words."

He believed the President's emphasis on human rights

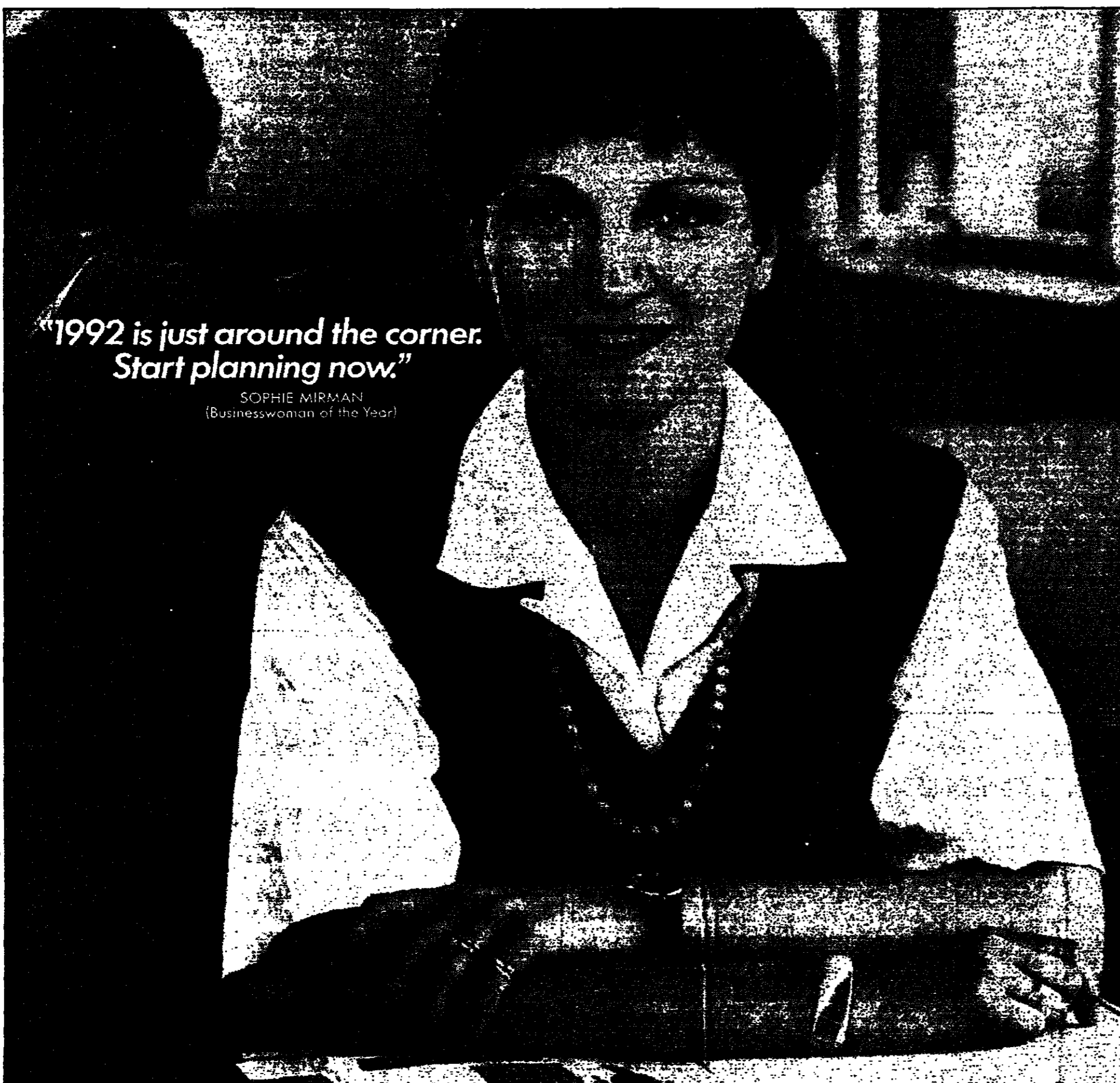
could well be counter-productive. "What they have done will not persuade the US Congress that there are changes in the human rights process," Mr Reagan and his advisers underestimated the extent of social and political upheaval within the Soviet Union.

"This country is undergoing such a deep transformation in democracy and in human rights, things about which nobody could dream before," he said. "We are proposing revamping the whole law enforcement system... democratisation of the (communist) party and elec-

tions, real freedom of speech.

"In all countries of the world, internal problems have become the number one priority. Foreign policy must serve this priority. It must create an external environment conducive to concentrating our resources and solving these internal problems."

Mr Arbatov said he believed the Soviet side had been successful in keeping arms control as the principal issue on the agenda, in spite of the inability of the two sides to finalise agreement on the proposed 90 per cent reduction in strategic nuclear weapons.



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Promise of reform hailed by Reagan the revolutionary

BY STEWART FLEMING, US EDITOR, IN MOSCOW

DWARFED by a mosaic of waving red flags emblazoned with a gilded hammer and sickle on the wall behind him, and with a giant bust of Lenin poised above his head, President Ronald Reagan took on the role of disciple for revolutionary renewal in Russian society in an address to 5,000 hand-picked students at Moscow University yesterday.

The university, which Soviet leader Mr Mikhail Gorbachev attended, has been the scene of a blazing controversy. It elected to send to the Soviet Communist Party's conference this month a critic, not a supporter, of Mr Gorbachev's campaign for "perestroika" and "glasnost."

Perhaps with this in mind, Mr Reagan told his audience, "the world looks expectantly to signs of change, steps towards greater freedom in the Soviet Union." He added: "We are hopeful that the promise of reform will be fulfilled... in this Moscow Spring, this May 1988, we may be allowed that hope."

The President has clearly found the summit more draining physically than he and his advisers anticipated. But whenever his turn came to take centre-stage he rose to the occasion, marching vigorously across Cathedral Square during a tour of the walled fortress of the Kremlin with Mr Gorbachev in the morning, and in the afternoon spending the best part of an hour on his feet speaking and answering questions from an audience composed largely of students at the nation's most prestigious university.

His university speech was rich in ironies. It was a paean of praise to capitalist entrepreneurship and political pluralism - "the power of economic freedom" - at which a living Lenin would surely have bridled.

"Progress is not foreordained... the key is freedom, freedom of thought, freedom of information, freedom of communication," Mr Reagan said.

The carefully stage-managed questions from students which followed asked whether one of an American's inalienable rights was to take drugs and commit other criminal acts. No, of course not, Mr Reagan replied, drawing on one of the ideas which has governed his political career. The inalienable right is for the people to tell the government what his critics, not a supporter, of Mr Gorbachev's campaign for "perestroika" and "glasnost."

Another student asked if Mr Reagan knew that one of the dissidents he met on Monday was a "Fascist collaborator." Somewhat weakly, the President responded that this invited has been chosen by his advisers on the basis of personal appeals to the White House.

And what about the rights of American Indians? Mr Reagan's rosy American scenario surfaced as he suggested that some of the Indians had struck it rich since the reservations they had been given turned out to be on top of oilfields.

In his role as a tribune of perestroika, Mr Reagan again hinted that one of the rewards awaiting a reformed Soviet Union would be more trade with the ideological rival. "I can tell you nothing will please my heart more than... to see a growing, exporting, exuberant Soviet Union." It is a comment which will make his erstwhile Conservative supporters in America again writhe again with embarrassment. An exuberant Soviet Union is the last thing they believe the US should be promoting.

The television camera carefully panned away when President Reagan was clearly dropping asleep in the middle of his lunch at the House of Writers. Glasnost is all very well, it would seem, but not yet for heads of state.

The lack of attention is in sharp contrast to the big build-up in advance of the summit. In one nice touch, Soviet television reproduced a CNN documentary on the Soviet Union, introduced with the apology that the film gave an excessively glamorous portrait of the country and failed to reflect the ferocious self-criticism currently under way.

For the Soviet newspapers, increasingly lively and outspoken in these days of glasnost, it is like a return to the bad old days - photographs of the two leaders sitting side-by-side on a sofa, or shaking hands at a conference table, and worthy articles recounting the formal speeches.

Only President Reagan's meeting with dissidents at his ambassador's home aroused angry comment - described as a "show" in Pravda, the Communist Party newspaper - of the old-fashioned sort.

Ironically, most Muscovites would love to see a little more of the pageantry and circus, but they have insufficient knowledge of the President's schedule to

turn out on the streets to watch the cavalcade pass by, bullet-proof Cadillac and all. That may owe as much to the paranoia of US security services as to Soviet policy.

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MANAGEMENT

Manufacturing in the Far East

Why Seagate set sail for Singapore

Roger Matthews on the US company's choice of operating base

NINE YEARS ago, five Americans pooled their total cash resources of \$35,000 to create a company which today is the largest private sector employer in Singapore...

labour-intensive industries and embrace the new wave of high-technology companies producing much higher value-added products.

operations will increasingly be located in Bangkok while final assembly work will be completed in Singapore.



Tom Mitchell: "relatively little left in California"

The product with which Seagate and Singapore have carved out such a substantial chunk of the world market is Winchester disk drives for small computers.

Relationship

None of this expansion would have been possible in the challenging world of high volume production in electro-mechanical devices without what Mitchell describes as the astonishing relationship between the governments of Singapore and Thailand...

Steger also cites the abilities of his Singapore work-force - 80 per cent women - and his company's own work ethic for its success.

should dictate growing pressures on wages. However, there too, the Economic Development Board has a role to play.

fourth plants are already under consideration although by the end of this year up to half of Control Data's disk drive output will be produced in Singapore.

Loyal

The problem has yet to arise in Thailand primarily because similar job opportunities do not exist and Seagate has found its staff there almost totally loyal.

Ambitious Singapore also knows what it wants next, which is for a larger number of high technology companies to transfer more of their research and product development to the island.

Production systems

Square pegs in round holes

Much new machinery is appallingly sited, reports Nick Garnett

HEARD THE story of the British company which was installing advanced manufacturing equipment in one of its factories and built a computer control room close to a 50 tonne shaping press?



This is one of many stories in a depressing study which shows widespread management misunderstanding of what needs to be done when new and expensive production systems are introduced.

What they should do is make sure the factory building into which the company is investing a lot of money on new machinery is suitable in size, quality and configuration to take that machinery.

The University of Manchester and the Science and Engineering Research Council have produced a study - Advanced Manufacturing Technology and the Industrial Building - following an examination of 24 case studies in the UK where companies have installed advanced manufacturing technology.

The simple conclusion that comes out of the study is that British companies in general do not commit enough money to purpose build factories to take this equipment.

All this argues the study, is a big mistake. The consequences of operating in cramped and poorly designed space include inefficient use of machinery, greater downtime, slowing of materials handling and general frustration among production personnel.

To rub salt into the wound the report also looks at four installations in each of four other countries, Italy, Sweden, West Germany and Japan.

because the building proved to be too short to accommodate it. Failure to calculate summer overheating temperatures at yet another plant resulted in production engineers using desk fans to cool the computer control cabinets of machining centres during hot weather.

The UK factories the authors looked at ranged in age from under five years to more than 60 years. In one case, £10m of equipment was housed in a 70-year-old building.

Because of the age of many British factories, advanced production systems have been introduced with difficulty, the consequent cost being wasted management time and additional expense.

In Europe and Japan, using the small sample in the survey, the report says buildings were newer and larger with wider column spacings and greater heights.

Where an existing building is to be used, a complete and systematic appraisal of its nature and condition should be made, in parallel with the planning of the manufacturing process.

All that, of course, takes management commitment and money.

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Telex: 847738 DHAQICF G. Treasury Management, London. June 7-8. Fee: £400. Details from Nigel Meade, School of Management, Imperial College of Science and Technology, Exhibition Road, London SW7 2PG. Tel: 01-588 5111, ext 7123.

Global strategies for the 1990s, the 1988 Top Management Forum, Paris. June 9-10. Fee: BFR100,000 (non-members), BFR91,000. Management Centre Europe, Customer Service Dept., Postbus 88, NL-3417 ZH Montfoort, The Netherlands.

Time management, London. June 13/July 1. £210. Details from Course Organiser (GM17), Management Development Centre, City University Business School, Frobenius Crescent, Barbican Centre, London EC2Y 8RP. Tel: 01-920 0111 ext 2317. Fax: 01-568 2766.

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Gordon Brown

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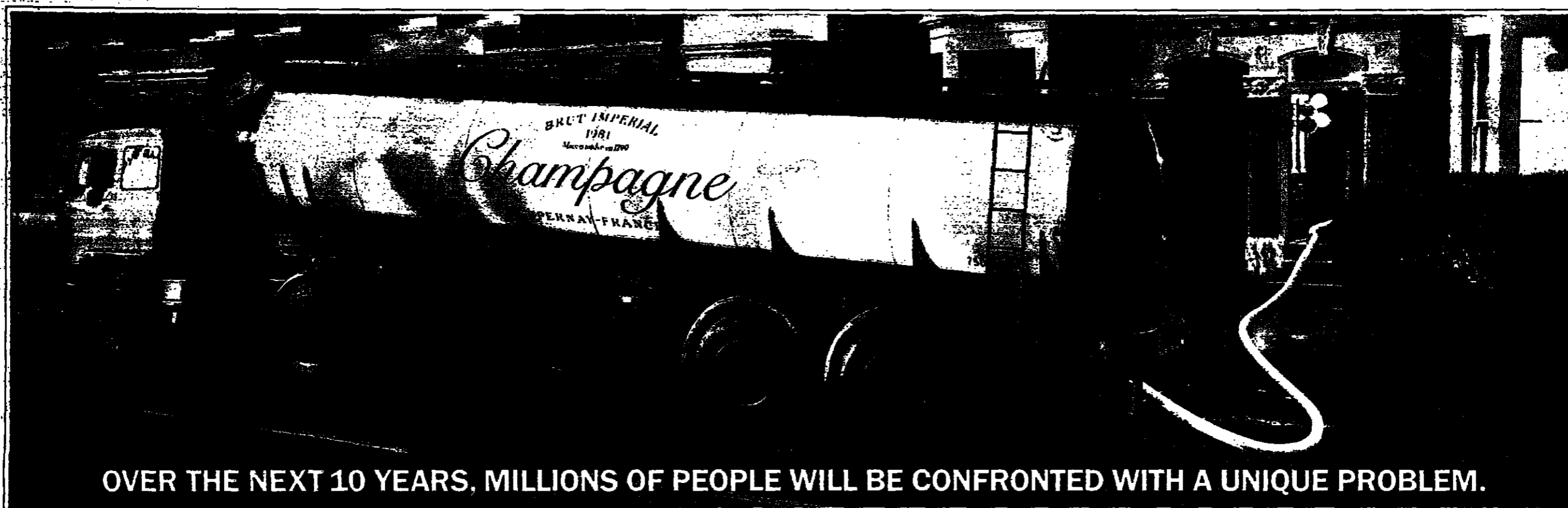
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companies big and small, old and new, progressive and old-fashioned alike. It will doubtless affect you and your company. After all, millions of dutiful sons and daughters will be presented with dauntingly large legacies.

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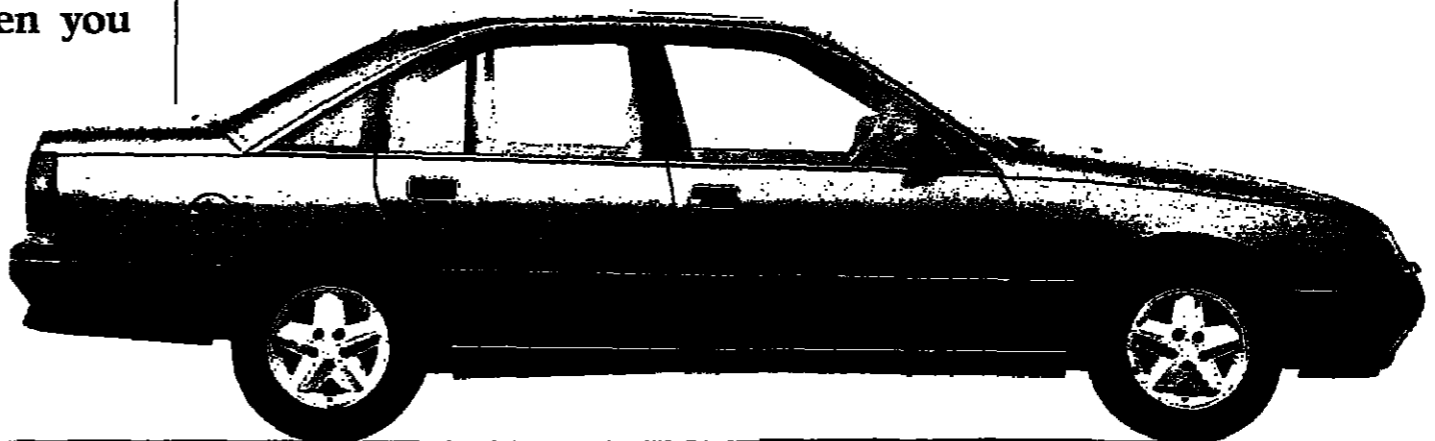
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FT LAW REPORTS

Digest of cases reported in the Easter Term

FROM MAY 3 TO MAY 10

J. E. Bayner (Mining Lane) Ltd v Department of Trade and Industry and Others
Amalgamated Metal Trading Ltd and Others
v DTI and Others
Arbutnot Latham Bank Ltd and Others
v DTI and Others
Maclaine Watson and Co Ltd v DTI
 (FT, May 3)

By a majority, the Court of Appeal upheld the first instance decisions that the direct actions by the plaintiff creditors against the member states of the International Tin Council should be struck out as disclosing no reasonable cause of action on the basis of sovereign immunity. Lord Justice Kerr stated that there were no grounds for concluding there was any rule of international law whereby ITC member states could be held liable in any national court to ITC's creditors. Given that there was no such liability in English law, a conclusion by an English court that member states could be held liable for ITC debts would be tantamount to legislating on the plane of international law - which was an impossible concept.

Re International Tin Council
 (FT, May 4)

At first instance Millet J held that Parliament could not have intended to subject the ITC to the winding up jurisdiction of the English court and that the ITC's immunity from suit under the

International Tin Council (Immunities and Privileges Order) 1972 included immunity from the winding up process. Similarly when the court looked at the Sixth International Tin Agreement to see whether the attributes which it gave the ITC brought it within the Companies Act 1985, which provided for the winding up of an unregistered company, it was obvious that no one member state could subject to its own domestic law a collective enterprise carried out through the medium of an international organisation, the Court of Appeal held.

Maclaine Watson & Co Ltd v International Tin Council
 (FT, May 4)

Maclaine Watson, a ring dealing member of the London Metal Exchange, sought the appointment of a receiver over ITC's assets in an endeavour to force the ITC members to pay its judgment debts. However any claim or call advanced by a receiver against a member to indemnify the ITC could only arise on the proper construction of the express or implied terms of the Sixth International Tin Agreement and therefore could not be judged without subjecting the scope, extent and meaning of that Agreement to the judgment of the court. Enforcement of any such liability would be enforcement of rights arising under an unenacted treaty and would be non-justiciable. Lord Justice Ralph Gibson stated in the Court

of Appeal in upholding the first instance decision refusing the appointment of a receiver of ITC's assets.

Maclaine Watson & Co Ltd v International Tin Council
 (No 2)
 (FT, May 4)

The Supreme Court Act 1981, section 37(1), provided that an injunction could be granted in all cases in which it appeared just and convenient for the Court to do so, and Millet J granted orders for disclosure of the ITC's assets, both within and without the jurisdiction, under that provision. In an action for enforcement of a judgment debt by the plaintiffs. In dismissing the ITC's appeal against the order, Kerr L J stated that the statutory provision was not excluded by any authority. The ITC had failed to comply with the judgment but it did not appear to be impecunious and its present duty was to ensure that its assets were used to pay its debts to the greatest possible extent.

Reilly & Another v Fryer
 (FT, May 6)

The plaintiffs obtained a Mareva injunction restraining Mr Fryer from removing his assets from the jurisdiction after he had consented to judgment for \$2m. However, they failed to obtain an order for disclosure of (a) the full value, nature and whereabouts of his assets within or without the jurisdiction, and (b) identification of the other contracting parties to any loan contracts and the full terms and outstanding amounts of any such contracts. In dismissing the plaintiffs' appeal, the Court of Appeal stated that disclosure of assets without the jurisdiction would seek to identify assets to which the Mareva injunction could not possibly apply.

Babanaft International Co SA v Bassatne
 (FT, May 6)

In an action for indemnification of more than \$15m, brought by

the receivers of Babanaft, the court reached the conclusion that the defendants would take any step to delay execution and the question arose whether it could grant an injunction that they make full disclosure of their assets wherever situated. While there were important practical considerations in deciding whether to grant an injunction affecting foreign assets, their weight had to be evaluated in the factual context and the width of the order sought. Vinelott J stated. As the present order was intended to aid an oral examination under Order 48, its purpose would be fully answered by the grant of an injunction restraining the defendants from dealing with their foreign assets without giving Babanaft reasonable notice of their intention to do so.

Food Corporation of India v Antelino Shipping Corporation
 (FT, May 10)

In *Bremer Vulkan [1981] AC 909*, the House of Lords had held that an arbitration agreement was not repudiated even where it had been allowed to go to sleep for a number of years. In the present case, leave to appeal had been given in the hope of a full-scale review of the authorities and of mutual obligation in arbitration proceedings. Lord Goff stated. However, at first instance, the judge had made unassailable findings of fact that (i) the charterers had not established the existence of an unequivocal statement that the arbitration had been abandoned; (ii) they were not entitled to assume that it was agreed to abandon the arbitration; (iii) that the owners had left the matter in the air; (iv) that there was no detriment to the charterers and therefore no estoppel. It followed that it was not an appropriate case for reconsideration of the principles of abandonment and estoppel.

Aviva Golden

This digest of Easter Term cases began yesterday and will conclude on Friday

West German Banking, Finance & Investment

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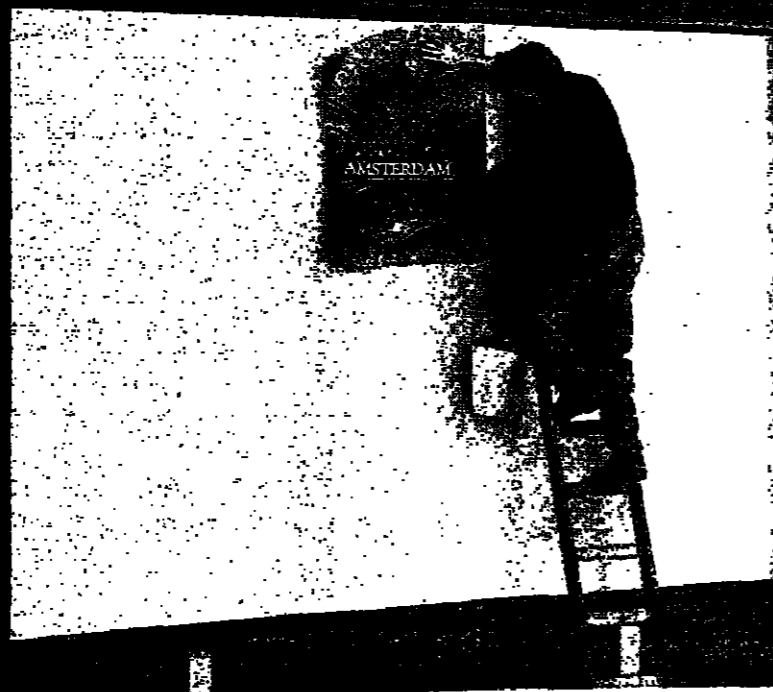
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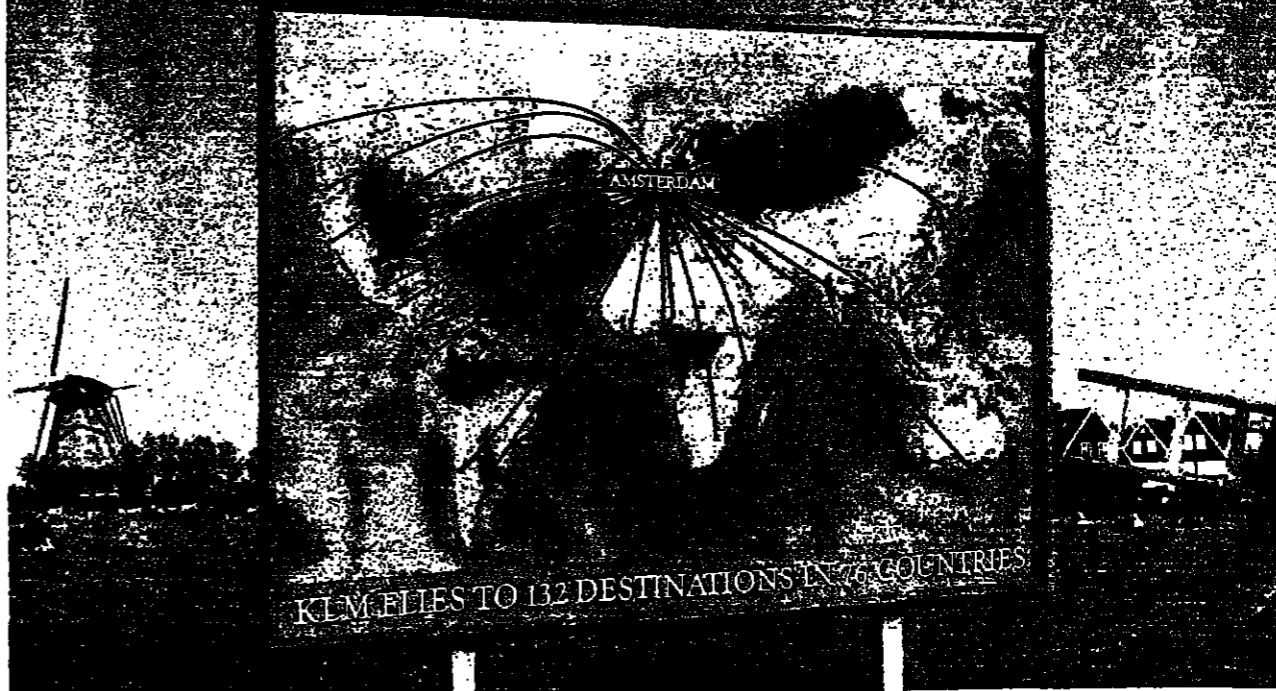
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UK NEWS

Schools may be assessed by performance indicators

BY DAVID THOMAS, EDUCATION CORRESPONDENT

THE Government is considering publishing performance indicators for Britain's schools as a means by which parents and employers could judge them.

The indicators would go well beyond exam results, the traditional method for comparing schools, and could be based on internal records of factors such as attendance, as well as on specially commissioned surveys of how a school was perceived in a neighbourhood.

The publication of such information would fit squarely into the Government's philosophy of giving parents more control by providing them with more information about how schools in a neighbourhood were performing. It would also satisfy the House of Commons select committee on education, which asked in a report last week for the Government to publish performance indicators.

However, the Government's ideas on the subject are likely to be attacked by its critics as an over-elaborate attempt to regulate behaviour in the classrooms.

The Department of Education and Science has been working on performance indicators for some time, but its latest thinking was recently set out in a speech to educationalists in London by Mr Barry Wakefield, a senior department of education official.

Mr Wakefield set out some of the indicators which might be

REPRESENTATIVES of London's employers are to ask the Government to maintain London-wide co-ordination of further education once the Inner London Education Authority is abolished in 1990.

The employers fear that tackling skill shortages will be much more difficult without some central planning authority for further education in the capital.

Idea is responsible for five polytechnics, 18 further education colleges and the London careers service. Under the Edu-

cation Reform Bill, the polytechnics are to become semi-independent, while the further education colleges will be handed over to the London boroughs.

Mr Tim Baldwin, training and development manager for the London Enterprise Agency, which has support from about 100 companies in pursuing educational initiatives in inner London, said yesterday the absence of a central authority would make it more difficult for employers to train their workers.

in the neighbourhood. The department has been discussing these indicators with several local education authorities and now intends launching pilot projects in a handful of authorities.

Mr Donald Naismith, director of education in the London Borough of Croydon, one of the authorities involved in the initial discussions, yesterday welcomed the idea of performance indicators, saying they would be particularly important in helping to assess the use schools made of the resources available to them.

The department was yesterday unable to say when it would finish this work, although it appears that it might not be until next year.

Mr Wakefield suggested that some of these indicators, such as perceptions of pupils' behaviour and employers' attitudes, would require surveys of public opinion

Coopers & Lybrand fee income rises by 20 per cent

By Richard Waters

FEE income at Coopers & Lybrand, the accountancy and consultancy firm, grew by 20 per cent to £172m last year, the company reported yesterday.

This puts it in line with rates of growth at other large firms which reported earlier this week, but reflects a markedly different pattern of development.

Coopers' consultancy practice, the largest of any accountancy firm, grew by 22 per cent to £47m, well below the 40 per cent recorded by some other companies.

This followed what chairman Mr Brandon Gough called "applying the scalpel rather than the axe" to the consultancy practice during the year. "Volume is all right up to a point, but one has to ask whether it is profitable. Some elements of activity - almost inevitably - have not been highly profitable."

We are further along the learning curve than some firms in this respect, because of our size," said Mr Gough.

On the other hand, the core businesses of tax and audit and accounting grew faster than most other firms.

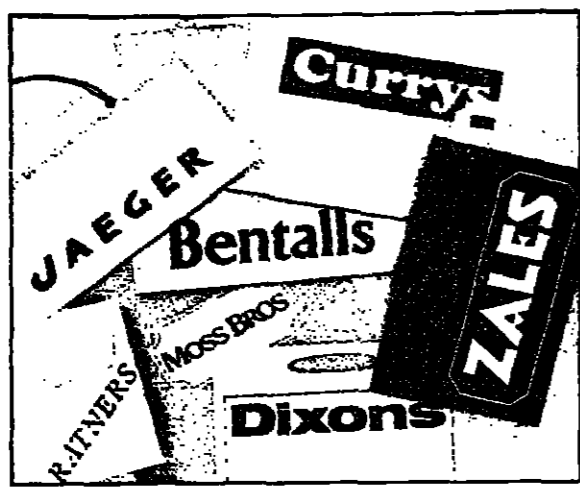
Fees in the tax area went up by 22 per cent to £29m, while audit and accounting grew by 20.5 per cent to £78.5m.

Sustained high levels of growth mean that Coopers is now three times larger than it was five years ago.

However, its position as the largest UK accountancy firm has been usurped, first by a merger which took Post Merwick McLintock to the top with total fee income of £262.5m.

Also, Price Waterhouse, which had fee income of £178.5m, outgrew Coopers to become the second largest firm this year.

Below Coopers in the table of fee earners comes Deloitte Haskins & Sells, £151.1m, followed in order by Ernst & Whinney, £130.5m, Touche Ross, £116.6m, Arthur Andersen, £113.4m and Arthur Young, which saw fee income of £108.0m.



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Labour prepares 40th birthday party for the health service

BY CHARLES HOGSON

THE LABOUR Party is to hold a 40th birthday celebration for the National Health Service next month to "demonstrate the achievements" of the NHS and its importance to the public.

Mr Robin Cook, the party's health and social services spokesman, said the idea was to remind people of the "high standard of health care available to everyone" irrespective of their ability to pay.

He accused the Conservative Government of seeking to ignore the anniversary because they were afraid to remind the public that the Conservatives had opposed the NHS when it was formed and

what life would be like without it.

Praising the NHS for "great efficiency at low cost", both compared with other countries' health systems and the private sector, Mr Cook criticised the current government review of the health service, which he said was being "carried out in a bunker", without public participation.

Labour's celebration will be held at London's Alexandra Palace on July 3, two days before the official 40th anniversary. Mr Cook plans to outline Labour's plans for the future of the NHS in a speech on June 28.

Sir Rhodes Boyson, the former Conservative education and social security minister, last night called for the denationalisation of the health service to put the consumer, the patient, in charge. Anything less would be "half-hearted tinkering" which would leave the NHS in a worse condition. He suggested a compulsory system of health insurance with the state stepping in "simply...to ensure that all can afford such insurance through a voucher or direct money subvention."

All except the poorest should pay 5-10 per cent of the cost themselves "so that people are aware of what health services cost."



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UK NEWS

Economists on downward curve

BY RALPH ATKINS

GOVERNMENT ECONOMISTS are poor, unloved and completely unable to predict their future.

Their plight is exposed in the latest issue of *FTA News*, the journal of the Association of First Division Civil Servants, the union for top mandarins.

Government economists, it seems, have become victims of their own supply and demand curves.

Writing in the journal, Mr Dan Corry, himself a Treasury economist, says: "Morale is low, the wastage rate is high, recruitment at the traditional entry levels has become difficult, while direct entry recruitment has become almost impossible."

Government economists, he

argues, are badly paid compared with colleagues in the private sector. An economic adviser, who needs at least five years' work experience before being appointed, earns between £16,000 and £21,000 a year - small beer in comparison with the salary of an economist with a City of London institution.

Economic assistants, usually economics graduates, earn about £8,000 to £10,000. In a large accountancy firm, that would be scarcely comparable with the salary of a strapping trainee.

Mr Corry says Government economists admit confusion about what the Government's intentions are. Outside experts are increasingly being used as

advisers while general administrators are developing an expertise in economics.

"Economists feel that their position is being undermined, but are unclear whether it is due to incompetence, poor management or deliberate policy. Even conspiracy theorists receive a hearing."

The Government economic service was formed in 1965 and employs 350 people across all Government departments. But the distribution of economists is perverse.

The high-spending Home Office and Ministry of Defence, for instance, have just one and three respectively. But the Departments of Environment and Transport share 49. This, it is thought, reflects a penchant

for economists by Mrs Barbara Castle when she was Transport Minister.

In the Treasury there are 88. Yesterday the Treasury, the department responsible for civil service pay, said it recognised there were difficulties retaining economists in Government service. But it said a recently agreed pay package should help ease the problem.

Mr Corry, however, calls on the Government to make clear what it wants from the economic service. Otherwise, he warns, it could disintegrate.

That, cynics might argue, would be no great shame if the Government could employ others to create an orderly economy out of chaos. But then who would create the chaos?

MacGregor recruited by THF to revitalise US hotels

BY DAVID CHURCHILL, LEISURE INDUSTRIES CORRESPONDENT

SIR IAN MACGREGOR, the 76-year-old former head of British Coal, has been brought in to revitalise Trusthouse Forte's North American hotels group which has performed less well than the UK hotels in recent years.

THF emphasised last night that the appointment, announced yesterday, was not a prelude to an axe-wielding exercise similar to Sir Ian's controversial closure programme for coal mines which led to the year-long miners' strike in 1984-85.

Mr Rocco Forte, THF's chief executive, said: "Sir Ian's experience on both sides of the Atlantic will be invaluable to our North American business in moving it forward from its present solid base."

Sir Ian replaces Mr Bernard Combemale as chairman and chief executive of Trusthouse Forte Inc, the company's US operation, from the middle of this month.

Sir Ian will not be the oldest member of THF's board. Lord Forte, the company's founder and chairman, is 79, while its president, Lord Thorneycroft, is 72. Sir Charles Hardie, THF deputy chairman, is also 72.

THF declined to disclose Sir Ian's new salary but it is understood to be more than £100,000 a year. The company said the post was "pretty much a full-time job."

Sir Ian said last night: "THF's North American operations have great potential which I look forward to developing with them in the coming years."

THF has three main hotel chains in the US: some 478 Travelodge budget hotels; 14 Viscount first-class hotels; and five deluxe hotels operating under its Exclusive Hotels division.

Its Exclusive hotels include the Westbury in New York and the Plaza of the Americas in Dallas. While profits from THF's UK

hotels division have surged - trading profits were up by 27 per cent last year to £110m - they rose only by about 9 per cent to £5m in the US.

Over the past few years, the company has restructured its US operations into the three divisions aimed at different segments of the market.

While the Travelodge and Exclusive hotel chains are said by hotel analysts to be on course for further growth, the main problem facing Sir Ian will be the Viscount hotels.

Viscount, which competes with hotel chains such as Holiday Inn, Ramada, and Marriott, has no clear-cut market image and has too few hotels to make a strong impact.

US hotel analysts suggest that the Viscount name could soon be changed to Forte International as part of a big advertising and promotional campaign.

Major stake in Welsh brewery to change hands

BY NIKKI TAFT

RAMIFICATIONS of the appointment of a provisional liquidator at Barlow Clowes Gilt Managers last Friday, yesterday spilled over to another quoted company, the Welsh brewery, Buckley's.

Mr Peter Clowes, founder of Barlow Clowes and chief executive of its quoted parent, James Fergusson Holdings, said he was resigning from the Buckley's board immediately, where he has been a non-executive director, and had "decided in principle to dispose of his beneficial shareholding". Mr Clowes' interest in Buckley's amounts to 6.46m shares or 40.38 per cent.

Mr Clowes added that he was looking for a price "in the region of 192p a share." At this level, sale of the stake would raise £12.4m.

However, Mr Clowes denied that he was under any financial pressure to sell his Buckley's shares. The stake is registered in the name of Singul Nominees, a nominee account at merchant bank Singer & Friedlander, and held as security against borrowings, but Mr Clowes said that these amounted to only about one-third of the current value of the shares. He was selling in order to concentrate on the situation at Barlow Clowes itself, he said.

Mr Clowes' interest in Buckley's represents one of a number of joint business ventures with Mr Guy Cramer who yesterday reaffirmed his commitment to the company.

Isaacs reveals plans for Covent Garden

BY ANTONY THORNCROFT

A NEW Covent Garden Opera House, both in building and in content, began to take shape when Mr Jeremy Isaacs, who takes over as general director on September 1, announced his plans at a crowded press conference yesterday.

Confidences and change are the watchwords. Over the next few years, Mr Isaacs, formerly chief

executive of Channel 4, the independent television channel, intends to introduce new productions of all the popular operas, scrapping in the process the sets and costumes of a hundred existing productions currently stored in a Kent warehouse.

The approach is clear from the programme for 1988-89, which includes as many new produc-

tions as revivals among the 20 operas announced.

There will also be long-term ventures, such as a new series of Verdi operas produced by Piero Fagnoli, and a new version of Wagner's Ring cycle and of three popular Mozart operas from a team based around music director Bernard Haitink.

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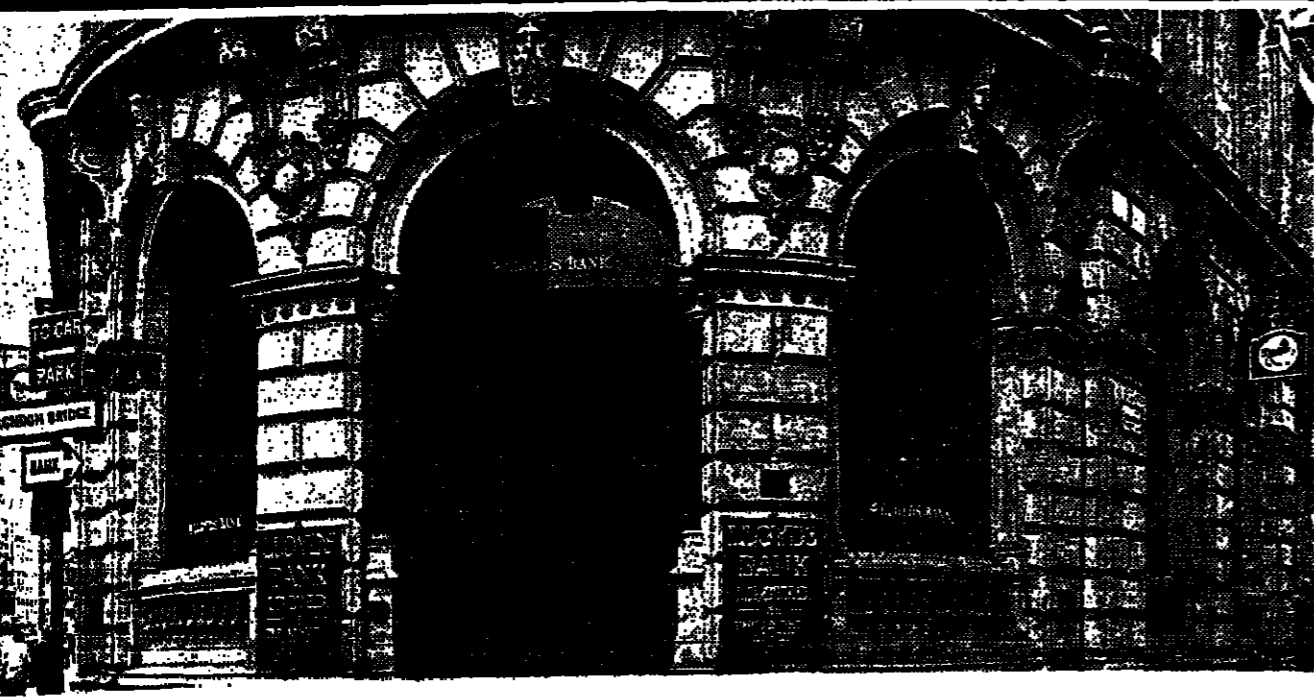
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Improved service has been an ongoing commitment by Belgium State Railways ever since it was founded in 1835. ▶ Its latest innovation, an electronic reservation system called RESELEC, is a good example. ▶ RESELEC enables passengers to make reservations for European rail travel at more than 50 stations throughout Belgium. ▶ This has been achieved by decentralizing existing data processing facilities with a unique data network from Philips. ▶ The uniqueness lies in the network's ability to interconnect computers, workstations and data bases of different makes and protocol so that they can 'converse' with each other and exchange information. ▶ Eventually, the network will also provide travel agencies with access to RESELEC, and even



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UK NEWS

Ashdown, Beith launch bids for Democrats post

BY CHARLES HODGSON

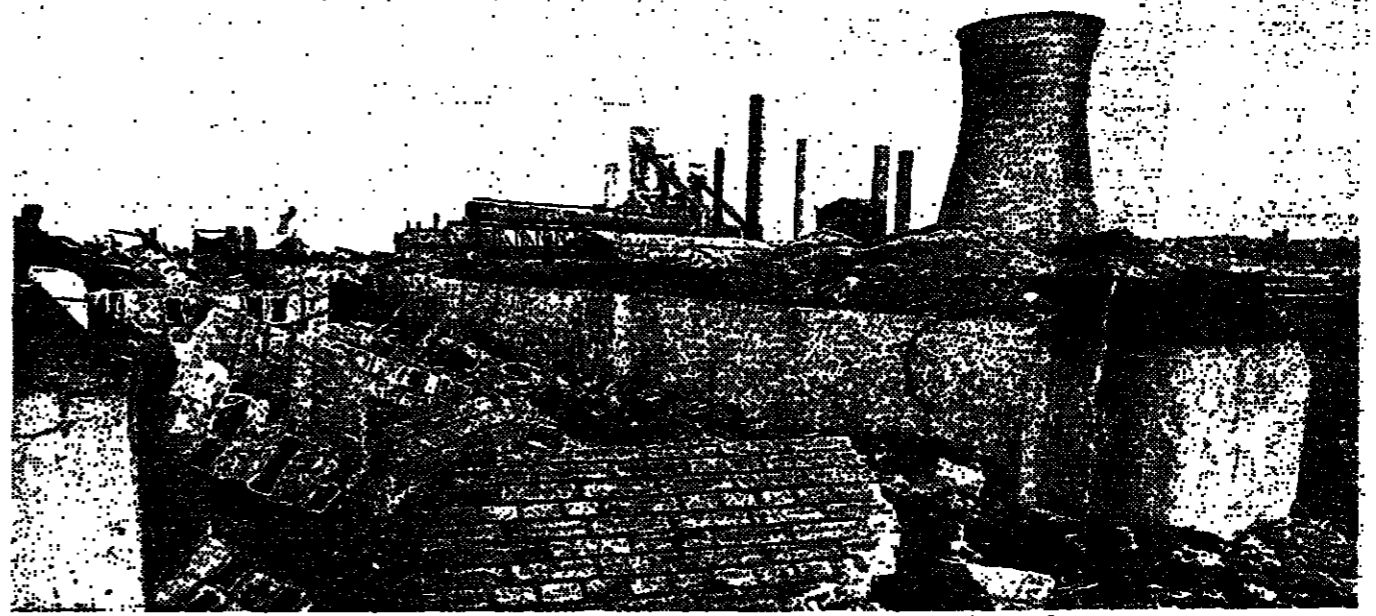
MR PADDY ASHDOWN will today launch his campaign for the leadership of the Social and Liberal Democrats...

Australian court set to rule on Spycatcher

AUSTRALIA'S High Court will tomorrow rule on Britain's attempt to ban publication here of the former British counter-intelligence officer Mr Peter Wright...

Ian Hamilton Fazey reports on Consett's success in creating jobs

Forging a revival from the steelworks' rubble



The demolition of Consett's steelworks after its closure cost 5,000 jobs

CONSETT, the north-eastern town which lost 5,000 jobs overnight when its steelworks closed down eight years ago, is starting to enjoy economies of scale in economic regeneration.

Mr Roger Thackeray, chief executive of BSC Industry, said yesterday that if the company had been backed by secured loans rather than equity capital...

Mr Roger Thackeray, chief executive of BSC Industry, said yesterday that if the company had been backed by secured loans rather than equity capital...

backer, had to guarantee its overdraft to prevent its bank from foreclosing on the company.

spin-off created by two electronics experts with no commercial background. It makes advanced computer systems.

Britain is urged to accelerate biotechnology research work

BY DAVID FISHLACK, SCIENCE EDITOR

BRITAIN MUST spend more generously on biotechnology research if it is to take advantage of important industrial opportunities by the end of the century.

Present research aims at a better understanding of interactions between pharmaceuticals and proteins in the body and more stable enzymes for use as industrial catalysts.

research that will be a prerequisite for subsequent strategic studies," it says.

Bus group gets to end of the queue

By Richard Tomkins

HEARTLESS conspirators in Birmingham are poised to jeopardise thousands of jobs in the umbrella-manufacturing and crossword-compiling industries...

West Midlands Travel, the main West Midlands bus operator, is hatching a plot to change the lifestyle of millions with a phone-in service that will enable passengers to find out exactly when the next bus will arrive at any given point on its route.

No more those relaxing interludes at the kerbside that begin and end each working day, the feeling of an hour well spent in quiet contemplation as three consecutive buses fail to appear...

Instead, West Midlands Travel intends to obviate the need to queue with a system called Travelphone, an automatic telephone information system that it believes to be the most advanced in Europe.

Based on a Canadian system called Telebus already in use in North America, the system differs from earlier talking bus stop systems by giving actual arrival and departure times rather than scheduled ones.

A pilot scheme is to be launched on June 7 on eight minibus routes serving housing estates around the Solihull area south of Birmingham.

Every bus stop on the eight routes will be allocated a telephone number, and lists of the numbers will be circulated to households in the catchment area of each route.

Passengers telephoning any given bus stop number will be connected with West Midlands Travel's central computer in Birmingham to be told the arrival times of the next three buses at that stop.

Information will be fed into the computer system by West Midlands Travel's control room, which in turn will be in radio contact with drivers of the buses.

The scheme has apparent weaknesses. Passengers arriving casually at a bus stop, for example, will have no access to the information system unless they happen to be carrying a mobile phone.

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Skipton in joint home loan move with Soc Gen

BY DAVID BARCHARD

SKIPTON BUILDING SOCIETY is to market mortgages in the UK for Societe Generale of France. The French Bank will make an initial £100m available for mortgages to be sold through branches of the Skipton over the next 12 months.

The arrangement, the first of its kind between a building society and a bank from another European Community country, has been reached with an eye to 1992 and the establishment of the single European market.

The Skipton has moved from processing £50m of mortgages a year four years ago to an expected £350m this year and has the potential to process at least an extra £200m a year this year.

The Societe Generale mortgage is likely to be marketed at around 0.3 per cent below the Skipton's own products and will be available on slightly higher income multiples.

Retailers plan big rise in IT spending

BY ALAN CANE

RETAILERS plan to increase substantially their spending on information technology this year with supermarket operators and brewers leading the way, according to Research Solutions, a consultancy.

A survey on behalf of ICL, the UK computer manufacturer, of 126 retail managers with responsibility for IT showed that 56 per cent intended to increase their spending on IT equipment in 1988, while 23 per cent expected to spend less than in 1987.

Only one in five expected to spend less than in 1987. Their enthusiasm results from the success of computerised cash registers (electronic point of sale equipment) which enables retailers to monitor sales, check stock levels and manage inventory with an efficiency not possible using manual systems.

The growing use of Epos means that networking computers together has become a priority for retailers. Typically, in retail chains, Epos registers are connected to computers in the stores, which in turn are connected by telecommunications lines to the company's mainframe computer at head office.

Sales data are transmitted from store to headquarters nightly, ready for analysis by managers in the morning.

The integrity of the network has thus become vital to the company's operations and 60 per cent of the sample said they intended to spend more on securing the performance of their data communications system.

ICL notes: "Badly managed networks can be more inefficient than the systems they replace, so retailers need to invest in computerised management systems which ensure networks operate at optimal performance and cost."

Retailers are also investing in decision support systems, computer systems that sift management data and turn them into information that can easily be understood by managers and used to improve the quality of their decisions.

ICL is believed to be the leading supplier of Epos equipment in the UK with 27 per cent of the market, followed by IBM, NCR and Nixdorf.

Probes into false benefit claims to be stepped up

BY PHILIP BASSETT, LABOUR EDITOR

THE Government is to clamp down further on social security benefit fraud over the next 12 months after the publication of figures today showing a rise of more than a third in the savings from benefit investigations.

Figures released today by the Department of Employment show that about 395,000 benefit fraud investigations were carried out in 1987-88, leading to some 80,000 withdrawing benefit claims.

The department says that the investigations led to a total saving of £55m - a 36 per cent rise over the previous year's £40m. The cost of the operations also rose, from £14.9m to £15.9m.

In the latest of a series of announcements about specific benefit fraud investigations the department discloses two further recent cases: A three-month-long investigation in Cardiff, Wales, which ended last week into employees in the construction industry. By checking employers' records against the unemployment register, investigators identified those in the industry who were working and signing for benefits. Early results show that more than 500 people withdrew their claims, saving about £500,000.

An investigation uncovering "significant fraud" at Grimsby's fish docks. Looking at fish processing and midnight fish unloading, the department says many of the dockside workers withdrew their benefit claims "on being confronted" by investigators, and 53 people did so, leading to savings of £35,000.

Another potential criticism is that the system may disperse with one of life's great frustrations simply to replace it with another. On the Richter scale of human emotions, the response provoked by a bad experience with British Telecom can match a bus queue any day.

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JOBS

Problems that truly test managers' mettle

BY MICHAEL DIXON

When working late you receive a telephone call from a customer urgently wanting some data held by a colleague of yours who has gone home. In searching the colleague's desk for the data, you come across a huge backlog of work. Which of the following three things do you do?

A - Report the find to your joint boss.
B - Say nothing, because you had no right to search another person's desk.
C - Mention the matter to your colleague privately, and see if you can be of help.

The trouble is that this sort of thing happens quite often in firms, says Mike, a top personnel manager, on being faced with these problems on the other night. "I don't think you can just cop out by saying nothing. I'd take option C, have a quiet word with the poor Mike and see if I could lend a hand. What do you think?"

The decision won the instant agreement of all the half dozen chief managers at the table in one of the plush seminar rooms overlooking Lancaster Gate in London. There was also swift agreement on a solution when the same problem was put to a second group of executives in another room across the hallway. But the option they unanimously went for was to rat on the colleague to the boss.

Both groups of managers, from a variety of specialisms and organisations, had been sent to the seminar to sample a new

training exercise in an aspect of management that is now a hot topic - ethics. More and more employing concerns seem keen to imbue their workforce, from top to bottom, with a code of approved behaviour.

Their motive is not solely the negative one of installing moral barriers against acts of the sort which have led to a rash of prosecutions and peremptory sackings. Numerous organisations see the establishment of company-wide ethical standards as the key to creating a corporate culture that will win a whole-hearted and thoughtful, as well as able-bodied, effort from their entire staff.

The difficulty, of course, is how to get such standards not just accepted but put into effect. Much in history confirms the foolishness of devising moral codes on high and trying to drill them into those below. And indeed, within the past few months, an august management consultancy's private report on corporate culture creating ruled that reforming a workforce's ethics was something a training programme could not do.

Oddly enough, it was that report which inspired the new training exercise being sampled by the dozen assorted executives at the seminar. For the ruling that effective training in ethics is impracticable was read by Pam Pocock. As joint boss, with her husband Peter Wallum, of a less august consultancy - Strategic

People - she set out to prove the more august counterpart wrong. The outcome is "Dilemma", a boardgame in which up to about six people take the roles of managers vying for promotion. As I have room for only a broad description, anyone wanting full details should contact Strategic People at the Range, Dockett Eddy Lane, Shepperton, Middlesex TW17 9NT, tel Chertsey (0632) 563213. In outline, however, the game goes as follows.

Promotion race
 Players take turns throwing dice to decide how far they are "promoted" up a ladder which consists of numerous white steps mingled with a few coloured ones. There is also a pack of cards, each printed with an ethical problem and a choice of three responses on the lines cited earlier. Most of the problems are drawn from real management life. Anyone landing on a white step is free to throw the dice next round. But promotion is less easy for players who land on a colour. Not only must they take a card, read out the problem on it, and opt for one of the responses. They also have to get a majority of the other players to agree that the option they have picked is the best one. Otherwise, instead of throwing the dice when their turn comes again, they must take another problem from the pack and repeat the exercise, staying sidelined in their "career" until

they win majority approval of a response they have chosen. Consequently most of the game is spent in debate which, to judge by what I saw, is usually serious although rarely solemn, and sometimes heated. It confirmed an impression I've often gained before that the challenges which put managers really on their mettle are not the technical sort, which they are typically more than competent to cope with, but ethical and political issues. Time and again, when a problem was read out, one of the players would say something like: "I ran into one like this last week, and I can tell you it's a stumper..."

The example involving the colleague's work backlog was exceptional in eliciting swift agreements on particular options, which even then differed sharply between the two groups of players. The main reason for the difference was probably that the groups were approaching the game in contrasting ways.

The set who agreed to rat to the boss seemed to be playing as though the problem had arisen in an organisation like those they actually work for. If so, their organisations evidently require employees to commit themselves totally to their scheduled tasks, all of which must be assumed to be essential.

As a manager, your loyalty to the company, and colleagues who don't keep up with the work they're given are letting the company down," said one player

to approving nods all round. "You can't help them to do their job except by putting less into your own and, besides, you'd only be treating symptoms. You've just got to report it."

But the other group were playing as though they were designing an organisation that all employees would find productive to work in, and using the Dilemma game to decide what its ethical code would be. They agreed that, among other things, the code would leave room for staff to have loyalties, not just to the system and their appointed superiors, but to one another. Hence the unanimous approval of a quiet chat with the apparently failing colleague.

"It might be he's managing more intelligently than you are, one player said. "The backlog might consist of bits of work that while they were thought to need attention when the system was set up, your colleague has found do not. So the chat might cue you into cutting dead weight from your own workload."

No illusion
 Even so, the second group were under no illusion that the ethical principles they were framing for the ideal organisation were those they would act on in their real-life jobs. That much was shown by their discussion of another of the problems, which was: "You have just been made head of a department only to find it is

largely a non-job. The reason is that the manager's post was previously left empty for some months, and in the interval your new subordinates have become accustomed to dealing at first-hand with the director who is now your boss. Which of the following do you do?"

A - Insert yourself between your juniors and the director, insisting they henceforth deal directly only with you.
B - Seek alternative ways to display your abilities.
C - Actively develop your juniors in a managerial role.

When the group fairly quickly agreed on C, the Jobs column commented that every piece of relevant research it had seen showed that to do anything but take option A was tantamount to career suicide. Whereupon one of the players snipped:

"Do you think we could have got this far without knowing that? Of course we probably wouldn't practise what we've just preached. But the fact is that C would be best for everyone: the company as well as your juniors, and for you - if it wasn't made politically impossible by attitudes higher up. That's the snag with being a middle manager. The ethics of your bosses put political straitjackets on the ethics you can practise yourself."

So the best advice for chief executives wanting to build a productive culture, would seem to be that corporate ethics begin at home.

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ARTS

Television/Christopher Dunkley

Tumbledown tears at blood, guts and sanity

Well, if that did not reduce the nation to tears, nothing will... Tumbledown was a devastatingly powerful piece of work which...



Colin Frith as Lt Robert Lawrence in "Tumbledown"

Technically it is an immensely impressive piece of work. On paper the construction used by writer Charles Wood sounds forbiddingly complicated...

Lawrence is of another order. It is hard to persuade yourself that this was not the very man who led the charge up that mountain, so deeply felt is the performance.

And what of that controversy? The reason for the anxiety among knee-jerk supporters of the present government at the broadcasting of Tumbledown is, surely, not difficult to understand.

guts and the sanity to give the oxygen of publicity to this other attitude. Their steadfastness in the face of such virulent opposition from the tunnel-vision types who want us to hear only the 'Boys Own' version...

It is, indeed, complex, but Wood is one of the rare masters of this medium, and there is never any confusion. Except, incidentally, in the present, who is George Strabbs towards whose country house the car is driving in the opening shot...

If you wanted a standard against which to judge this drama you would have to look to The Singing Detective (starting a repeat run on BBC2 tonight), for the assurance of its writing and structure...

Then, in the emotional aftermath of being terribly wounded and losing several comrades, this young hero wondered whether it was really all worth it, and said so. No doubt every war has produced young heroes who have wondered as much...

In a period when the Government is so unassailably strong and most of the national Press joins in proleptically its views it is, surely, particularly important that broadcasters - and especially the BBC - should do everything they can to maintain a diversity of opinion.

Anna Bolena/Covent Garden

Anna Bolena, last seen at Covent Garden 116 years ago, made a somewhat muted return there on Monday, in a new production sponsored by the Bond Corporation.

Max Loppert There is no fire, no excitement here. The veiled, clouded quality of the leading voice (which now requires leistly tempos and, in places, downward transpositions) seems to have dictated the character of the entire performance...

Twenty-three years ago, after Glyndebourne put on the opera for the first time, Andrew Porter ended his notice in these columns by recommending it to Covent Garden with Sutherland and Josephine Veasey.

But in the long finale, even though the actual line is no more sustained in legato than on the records, Dame Joan at last seizes the opera and the house. It is perhaps less in the character of the opera's most famous moments - the phrase 'Giudici! Ad Anna!' - Dame Joan firmly elbows aside a restraining flunkey and marches to the front of the stage...

A little further on Wood cuts suddenly between the Guards on ceremonial duties at the Tower, with bearskins and Beefeaters, and pictures of them in combat fatigues ready to go into action.

The other leading participants will no doubt go on to establish a greater rapport with the audience now that the nervous first night is over. Dmitri Kavakos, in the wonderfully rich and imaginatively composed part of Henry VIII, has a bass of beautiful quality, smooth and colourful, but offers little sense of subtle, scheming majesty (the more elaborate decorative phrases in the vocal writing have been removed).

The disparity between Tumbledown's account of Lawrence's after care and that of medicine and regiment is providing the controversy this week. But in the long run I suspect the most influential factor in this powerful contribution to the annals of war will be the terrible moment when young Lawrence drives his bayonet again and again into the Argentine soldier as he pleads 'Please... please...'

Joan Sutherland In 1880 Donizetti's other "star" was the tenor Rubini, for whom Percy's suavely romantic cantilena was made to order. Joan Aler, that admirable exponent of 18th-century French haute-couture parts, is here in-cast - infinitely preferable to the verismo bruisers to whom the 20th-century Donizetti revival first allotted the tenor roles...



Joan Sutherland

Stravinsky's Pulcinella/Teatro Mercadante, Naples

Seventeen years ago, the Neapolitan violinist (and now conductor) Salvatore Accardo founded, with a music-loving local businessman, Gianni Emanuele, a little chamber music festival, inspired by the Serkin's Marlboro, but with its own special charm and achievement. For two weeks in the spring, the arts centre instrumentalists - most of them Accardo's friends - would meet in Naples and, in the incomparable setting of the neo-classical Villa Pignatelli, play works, familiar and less so, from the chamber repertory.

Tale, staged by Naples's brilliant, unorthodox man of the theatre, the musicologist, musician, and producer Roberto De Simone (whose folk spectacle, La gatta Cenerentola - a revival was reviewed here some months ago - is by now a modern classic of the Italian musical stage).

by an anonymous playwright of 1818; he also added two genuine Pergolesi songs, to enrich the production. De Simone's long-time collaborators, Nicola Ruberelli (sets) and Odette Nicoletti (costumes) made the production as enjoyable visually as it was musically.

The National Gallery has acquired one of Van Dyck's most striking portraits - of Lord John and Bernard Stuart, who look the epitome of the bold young cavalier. It was painted in 1639 for their father the 3rd Duke of Lennox, just before they set off on a continental tour.

Arts Guide

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Arts Guide listings for London, New York, and Tokyo. Includes Theatre listings for 'Cat on a Hot Tin Roof', 'The Common Pursuit', 'Easy Virtue', 'South Pacific', 'The Phantom of the Opera', 'Les Misérables', and 'Back with a Vengeance'. Also includes listings for 'Espresso' and 'My Girl' in New York, and 'The Search for Signs of Intelligent Life in the Universe' in Tokyo.

Isaacs' optimistic plans for Covent Garden

Jeremy Isaacs has the new-comer's optimism about where the money is coming from to pay for the glut of new productions: by the time Covent Garden returns to its rebuilt home in 1996 it hopes to have jettisoned virtually all the hundred productions it has in stock.

Max Loppert A new cycle of Wagner's Ring cycle, which combines the talents of the Music Director, Bernard Haitink, and the Russian producer Yuri Lyubimov, begins with Das Rheingold. Another celebrated theatre producer will be Nuria Espert, working for the company for the first time, who stages a new Rigoleto, and whose recent Madame Butterfly for Scottish Opera is borrowed for Covent Garden.

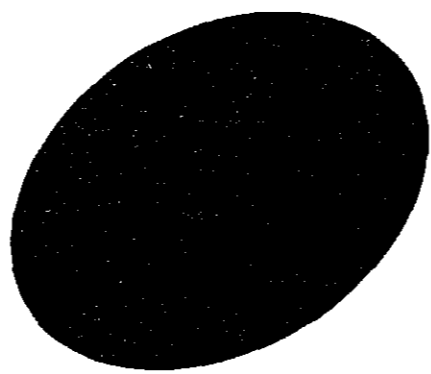
New arts and conference centre in Crawley

25 miles south of London, just beyond Gatwick airport and half way to Brighton, there has opened in the green fields and forest around Crawley New Town a bright new arts and conference centre called The Hawth.

At yesterday's press conference, Isaacs said that the theatre would close down in summer 1983 for a three-year period of re-building. Where and how the companies would operate in the interval had not yet been finally determined.

The company, sponsored by British Midland and touring also with The Women of the Guard, will be reviewed at a later date on this page.

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For more information about Mitsubishi Kasei Corporation, write today for our annual report. Mitsubishi Kasei Corporation, Europe Office Am Seestern, Niederkasseler Lohweg 8 4000 Düsseldorf 11, F.R. Germany Telephone: 0211-598045 ~ 7 Facsimile: 0211-591272

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FII-Fyffes backs bid for Irish Distillers

THE £120m (£107m) hostile offer for Irish Distillers, the only producer and marketer of Irish whiskey, had a flying start yesterday when FII-Fyffes, produce merchant, committed its 20 per cent stake to the bidders.

THE TAKEOVER bid launched on Monday for Irish Distillers, the sole maker of Irish whiskeys, underlines the fierce battle for brands being waged by the major international drinks companies.



portfolio of brands between them and replace a monopoly with two competitors. Yet the bid has a strong logic. Irish whiskey, with brand names such as Bushmills and Jameson, is still relatively undeveloped as an international drink and the bidders believe that their strong global distribution networks and the introduction of competition could give a powerful boost to sales.

Mr Tony O'Brien, a member of the board of GC & C Brands, the company set up to launch the bid, believes that Irish Distillers has too many brands for one company to market successfully.

Irish Distillers has felt vulnerable since last December when FII Fyffes, the Dublin-based fruit and vegetable merchant built up a 20 per cent stake, which it has now pledged to the GC & C bid.

The FII Fyffes stake was examined by a number of other predators in the drinks industry before Cantrell & Cotrell and Gilbey's, the Irish offshoots of Allied and GrandMet respectively, launched the bid through GC & C. Guinness has a 49.6 per cent stake in Cantrell.

INTERNATIONALLY-TRADED WHISKY 1986 (millions of 9-litre case equivalents)

Source: Import Data Bank/Jamaica Capital/SWFI

have room for new niche, premium price products. But the bid has a long way to run. Analysts are generally agreed that the offer is pitched too low to succeed.

1986 by the merger of three distillers dating from the 18th century - The Cork Distilleries, John Jameson and John Power.

The strategy is starting to bear fruit in the UK and on the Continent, according to Mr Cummins. A similarly focused plan is about to start in the US, an important market for whiskey but where sales have fallen.

Laing Properties is extending its Canadian interests with the acquisition of four shopping centres for a total of C\$180m (£77m).

The properties consist of 1.4m square feet of retail space and an office building of 70,000 square feet.

Trusts back Rowntree

Joseph Rowntree Memorial Trust, one of the two charitable trusts set up by the philanthropist founder of the York-based chocolate confectionery company, is backing the Rowntree board in its determination to stay independent.

nies Jacobs Suchard and Nestlé - pitched at 89p and 95p a share respectively - do not reflect the long-term value of the Rowntree business and its "exceptional advantages to a successful bidder".

Suter sells two units

Suter, an industrial holding company, has sold two of its smaller businesses, RA (air conditioning) Co. and Waterwise Services, in separate transactions.

Suter's other disposal, a 51 per cent stake in Waterwise Services which it acquired as part of the purchase of Mitchell Cotts in July last year, was to members of the management for a nominal consideration plus part repayment of an inter-company loan.

Dryvale has 74% Glover

Dryvale, the recently formed management buy-out vehicle which is holding the assets of the "growing" and "distressing" Glass Glover, has received acceptances in respect of 10.3m ordinary shares (74.0 per cent) and 57.8m preference shares (77.8 per cent). The loan note alternative

closed on Friday, but the cash offers for both the ordinary and preference shares remain open.

Coloroll acceptances slip

Coloroll, home furnishings concern, still controls nearly 46 per cent of John Crowther after acceptances for 0.86 per cent of Crowther's shares were withdrawn.

date of its bid on Friday. It has extended its offer until Friday.

Crowther shareholders have been entitled to withdraw their acceptances for the £27m Coloroll all-share offer since 3pm on Friday. By 3pm yesterday acceptances for just 423,700 shares had been withdrawn.

Mr John Ashcroft, Coloroll's chairman and chief executive, appeared before the Takeover Panel yesterday evening. He discussed the Panel's investigation into the £2m compensation package offered by Coloroll to three Crowther directors if its bid for the textile group succeeded.

DIVIDENDS ANNOUNCED

Table with columns: Company, Current payment, Date of payment, Corres. of pending div, Total for year, Total last year

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip. †On capital increased by rights and/or acquisition issues. \$USM stock. \$Unquoted stock. #Third market.

BOARD MEETINGS

Table with columns: Company, Meeting Date

MONTHLY AVERAGES OF STOCK INDICES

Table with columns: Index, May, April, March, February

Anyone can jump to a conclusion We look before we leap

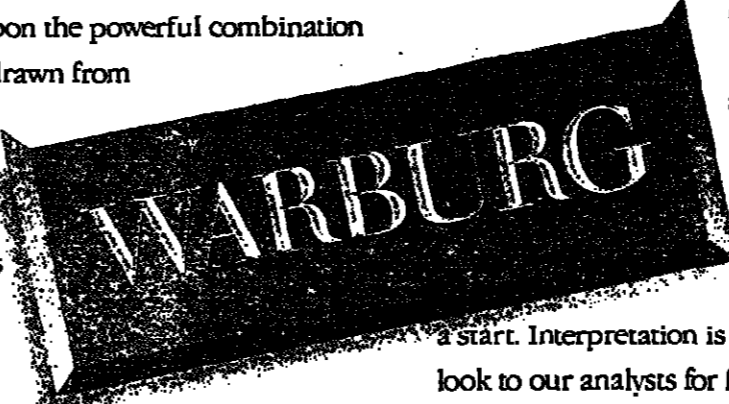
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UK COMPANY NEWS

Maggie Urry reports on Colefax and Fowler's plans for after its listing

Decorator with designs on £5m

FEW COMPANIES coming to the stock market can boast the intangible asset of a ghost in their Mayfair head office-cum shop. Yet for Colefax and Fowler, the interior design group, the presence of a ghost - female and apparently friendly - is somehow fitting.

The company is famous for its traditional-style chintzes, which adorn many a country house, and which no doubt make an eighteenth-century lady feel at home.

Yet Colefax and Fowler, founded in the early 1930s by Lady Colefax, is not looking backwards in going for a placing on the main market. The proceeds of the issue, due at the end of this month, will be about £5m, of which about £3m will be new money.

Mr Tom Parr, chairman and a partner in the business since 1960, wants the money for two reasons. First, to expand the collections of fabrics and wallpapers, which the company designs and has made up by outside suppliers, to widen their appeal. That will mean more money for designing and testing new patterns and will require the group to keep even higher stocks to ensure that customers can be supplied rapidly.

Secondly, Mr Parr and Mr David Green, the chief executive, believe that there is scope to market the name more extensively world-wide, without diluting its exclusive image.



David Green (left) and Tom Parr in the Brook Street showroom

Also Colefax and Fowler has bought the rights to sell the fabrics of Cowtan and Tout, a US designer, outside the US. Other such deals may follow and a third, distribution, division is being set up.

Mr Parr also wants to extend share ownership to more staff. At present only the top decorators are shareholders. He says, though, that recruitment is not a problem, since Colefax and Fowler has such a good reputation.

The business divides into two activities. As interior designers, or decorators as Colefax and Fowler prefers to say, the company has been responsible for the decor of many a country house

and Mayfair flat. The designers will take charge of everything from selecting the paint for the walls to choosing the most tasteful antique furniture - for the right price.

The decorating side has a spin-off effect on the other main business - supplying the company's fabrics and wallpapers to decorators and specialist shops. Often a newly renovated house will be featured in coffee-table magazines - like the World of Interiors - generating extra publicity for Colefax and Fowler products. In addition there are three showplace shops, all in London, and plans to open soon a showroom for trade customers.

At present the business split is

about 85 per cent decorating and 65 per cent sales and marketing. The growth will largely come from the latter and the new distribution ventures. Colefax and Fowler has 1,500 established outlets in the UK, while overseas, an agent is appointed in each market for exclusive rights to the merchandise. About a quarter of sales are made abroad.

The group has achieved strong profits growth over the last five years. Profits for the year to April are expected to turn out at £1.4m on sales of £11m. That compares with profits in the previous year of £1.05m, rising from £340,000 in 1983-84.

Mr Parr does not think, though, that Colefax and Fowler has succeeded on a tide of fashion for the English look. Fashion, he says, should not come into decorating since people have to live with their schemes for years. Competition for business is more a question of appealing to people's taste, and some 25-year-old designs are still selling well.

Colefax and Fowler is hardly trying to appeal to customers' pockets, though Mr Parr says his products are not as expensive as at £22 a metre and wallpaper at £15 a roll. Even a newer range, called the Brook Collection, has prices starting at £15 and £12 respectively. The company, Mr Parr says, "has an infinitesimal share of the UK market."

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MINDS OVER MONEY

Ramco Oil Services losses substantially cut to £0.9m

SUBSTANTIALLY reduced pre-tax losses of £88,000 compared with a previous £1.64m were reported by Ramco Oil Services for 1987.

The sale of this USM-quoted company's project services activities in December reduced borrowings from a peak of £2.6m to £1.7m in April 1988. Ramco was looking for opportunities to acquire related businesses and one negotiation was well advanced.

Turnover for the year fell to £7.56m (£9.07m) but there was an

exceptional debit last time of £833,000. Tax took £36,000 (£383,000 credit) after which losses per 10p share dropped to 0.74p (7.42p). There was an extraordinary £131,000 debit.

Hanson sale

Kidde, US conglomerate acquired in December 1987 by Hanson, has sold its 69 per cent holding in Fenwal Controls of Japan for \$26.7m cash (£15.5m). The buyer is SSP Engineering.

Portals in engineering buy

Portals Holdings, best known as a manufacturer of bank notes, is expanding its engineering interests with the £13.5m acquisition of Paragon Group, which specialises in access control, emergency lighting and spe-

cialist engineering. Paragon, which made pre-tax profits of £1.7m last year on turnover of £17.8m, was formed in 1984 to buy part of the industrial holdings of Charterhouse J Rothschild.

J Michael takeover plan

John Michael Design, USM-quoted design consultancy, said yesterday it was discussing a possible reverse takeover by a "public unquoted company with substantial assets."

At yesterday's suspension price of 30p, the financially troubled group has a market value of £2.8m.

This is the second set of discussions announced by the company since Hillsdown Investment Trust called off an agreed finan-

cial reconstruction of JMD last December. Similar talks with an unquoted company were terminated in March.

In December, JMD reported a £216,000 loss for the six months to September 30 and omitted its interim dividend. In March, JMD said it expected losses to continue in the second half due to difficult trading conditions.

For the year to March 1987, its pre-tax profit fell to £321,000 from the previous £502,000.

SHARE STAKES

The following changes to share stakes have been announced in the past week:

Spring Ram Corporation: Mr J.D. Smith, non-executive director, has sold on behalf of himself and his children's trusts 2.26m shares at 183p. Five directors of subsidiaries have sold a further 1.19m at the same price. All the shares were placed with institutional clients of Panmure Gordon.

CCA Galleries: Mr Paul Dupree, director, bought 25,000 shares on May 12 and 25,000 on May 18 at 97p. A further 175,000 at 94p on May 20 took his total holding to 1.19m shares (15.13 per cent). Fowler Corporation: Mr Robin Power, director, has bought 970,500 ordinary shares and holds 6.03m (10.5 per cent). Bardsey: Mr R.F. Adair has become interested in 215,000 ordinary shares, taking his interest to 1.62m shares or 7.1 per cent.

FIRST NATIONAL BANK Plc AND FIRST NATIONAL MANAGEMENT LIMITED ANNOUNCE THAT WITH EFFECT FROM 1st JUNE 1988 THE HOME LOAN RATE WILL BE 8.95%

CH Industrials reveals 6.3% stake in Ricardo

BY CLAY HARRIS

CH Industrials, building chemicals and specialist engineering group, has built up a 6.3 per cent stake in Ricardo Consulting Engineers, Sussex-based designer and developer of engines and transmissions.

Ricardo was told yesterday of the latest purchases, which were made last week. Ricardo shares closed 7p higher at 126p, giving the company a market value of £18.1m.

CH's Aston Martin Tickford subsidiary is a leading independent designer and short-run producer of motor vehicles, although its activities do not extend to engines. Tickford and Ricardo sometimes co-operate on projects.

"We have bought the shares with the present intention of it being a recovery situation and therefore a good investment," Mr

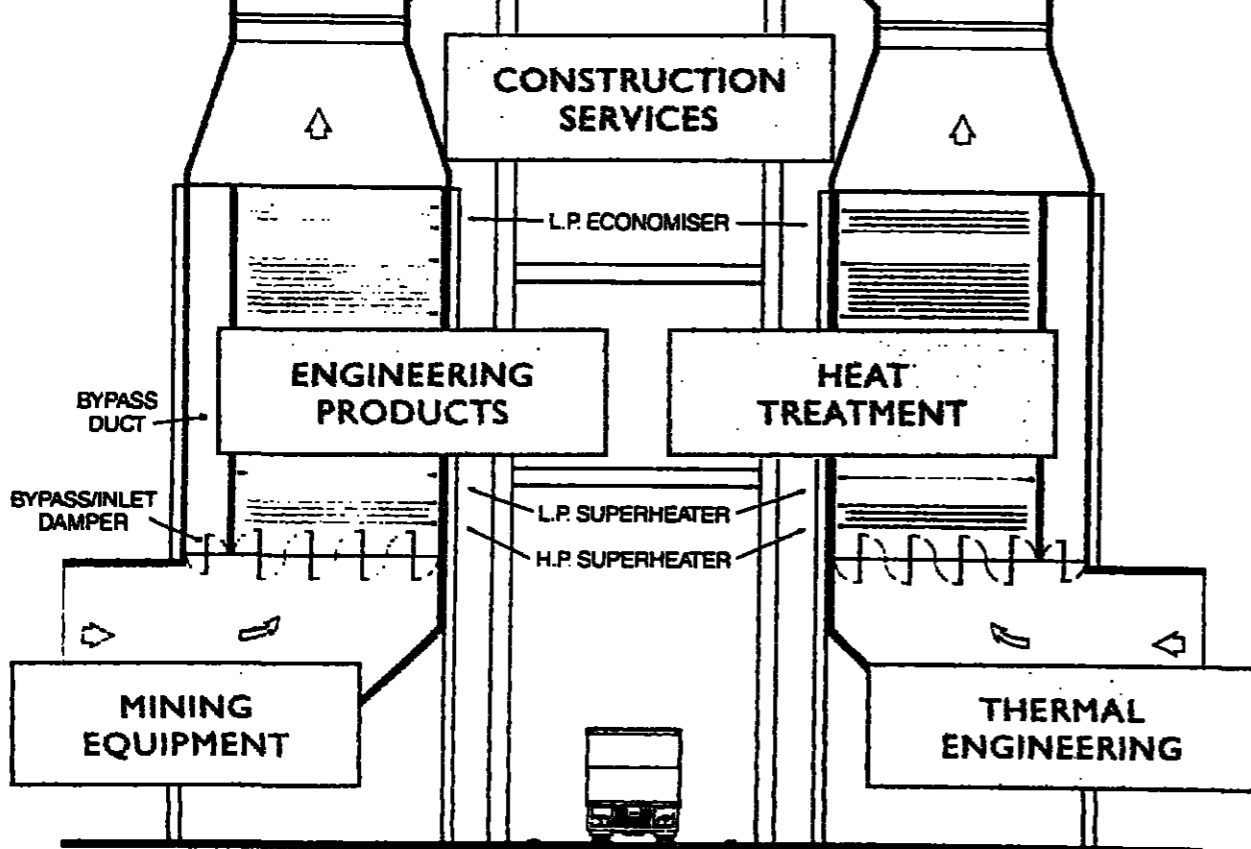
Tim Hearley, CH chairman, said yesterday. "I'll be looking at their next set of figures with interest."

In the six months to December 31, Ricardo made £262,000 pre-tax, against £267,000 in the same half of 1986. The results were not comparable because of the disposal of G Cussons, a subsidiary making scientific and engine testing equipment.

It is the second exercise in stake-building announced by CHI recently. Last month, it bought 9.9 per cent of Manganese Bronze Holdings, taxicab and metal products manufacturer, to take its total holding to 20.37 per cent.

Mr Godfrey Harker, Ricardo finance director, said that on disclosing the latest stake, CHI had noted its practice of holding investments in a number of companies.

THE SENIOR PLAN OF OPERATIONS.



Restructuring the Company has resulted in streamlined operations.

At the AGM held yesterday the Chairman, Professor Roland Smith, made the following observations about the Company's first four months' trading:

- Thermal Engineering has won significant economiser orders in the US, through South Western Engineering.
- Orders worth £7 million have recently been won by Hargreaves and Moducel.
- Moducel, Durham Tube and Foster Wheeler Power Products have been acquired. This continues the established policy of bolting-on important businesses to already established Business Areas.

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SCOTT PICKFORD plc (Incorporated in England under the Companies Act 1948 - 1976 No. 1302137) Sponsored by Watlington Securities Limited (Placing of 990,000 Ordinary Shares of 10p each at 21p per share) by Security Exchange Limited in conjunction with Rickett & Co. Limited

Authorised	Share Capital	Issued and to be issued
£850,000	In ordinary shares of 10p each	£700,000

SCOTT PICKFORD plc provides a range of geological, geophysical and computer services and products to the oil, gas and minerals exploration industries worldwide. These services and products are designed to relieve the workload of company exploration teams, and to offer expertise, experience and computer power not always available within their own companies.

SCOTT PICKFORD plc's role is maximising the efficiency of petroleum companies' exploration and production programmes - in short, helping to reduce the risk of drilling a dry hole.

Application has been made to the Council of The Stock Exchange for the ordinary shares of SCOTT PICKFORD plc to be traded on the Third Market. It is emphasised that no application has been made for these securities to be admitted to the Official List or to be dealt in on the United Securities Market.

Particulars relating to the Company are available in the statistical services of Exel Financial Limited and copies of the prospectus may be obtained during normal business hours on any weekday (Saturdays and public holidays excluded) up to and including 21st June 1988 from:

Watlington Securities Limited (Member of The Stock Exchange) (Member of The Securities Association) 36 Elder Street London E1 6BT

Security Exchange Limited (Member of The Stock Exchange) (Member of The Securities Association) 88 Golden Lane London EC1Y 0UA

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Citicorp Springour Vickers Limited, County NatWest Securities Ltd. and S. Jenkins & Sons Ltd. have indicated that they intend to make a market in the ordinary shares of SCOTT PICKFORD plc.

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NOTICE IS HEREBY GIVEN that, in partial satisfaction of the redemption provisions of the Terms and Conditions of the Bonds, the Issuer has purchased U.S. \$3,143,000 principal amount of the Bonds to be redeemed on 1st July, 1988. In order to complete the annual sinking fund instalment of 1st July, 1988, the Fiscal Agent has selected U.S. \$6,857,000 principal amount of the Bonds, bearing the following Serial Numbers, for redemption and payment on 1st July, 1988, (the "Redemption Order"):

Table listing serial numbers for bond redemption, organized in columns. Includes a handwritten note at the bottom: 'Handwritten note in Arabic script: ١٠٠٠٠٠٠٠٠'.

The Redemption Price of 100% of the principal amount of the Bonds to be redeemed will be paid on or after the Redemption Date upon presentation and surrender of the Bonds, together with all coupons maturing after 1st July, 1988, at the office of the Fiscal Agent or any of the Paying Agents listed therein. The Issuer will redeem all of the then outstanding Bonds, at 101% of their principal amount on 1st July, 1988. Accrued interest due 1st July, 1988 will be paid in the normal manner against presentation of Coupon No. 10 on or after 1st July, 1988, when interest on the Bonds will cease to accrue.

Bankers Trust Company, Inc. 1st June, 1988

Agent Bank

Handwritten note in Arabic script: '١٠٠٠٠٠٠٠٠'

Advertisement for 'Reform' insulation, featuring the text 'Warms to the inside' and 'NORTH' logo.

TECHNOLOGY

Reforming along the thin red line

Nick Garnett examines the strategy of loss-making automated guided vehicle suppliers

"YOU CAN get your fingers really burnt if you do not know what you are doing and how to do it," says Jorma Paasio, a systems and sales manager for BT, the Swedish materials handling group. He is talking about the supply of automated guided vehicle (AGV) systems, and he might add that being on top of the job does not always protect you from the same fate.

In the late 1970s when they first made an impact in factories and warehouses, AGVs were heralded as a tool of the future, a piece of equipment that would drive the boring old forklift truck onto the scrap heap.

Ten years on, almost every manufacturer of AGVs is losing money in making and supplying these computer-controlled and normally wire-guided vehicles. Even the biggest and most efficient producers are struggling.

As in so many areas of advanced production automation, manufacturing the hardware is relatively straightforward but designing and installing systems is labour intensive, time consuming and expensive.

Cost pressures have caused a rash of takeovers during the past three years. Some suppliers, tired of making losses have deserted the business. Others have become much bigger through acquisition, hoping to make profits by scaling up production.

One major trend in this has been the absorption of AGV makers by more general materials

handling companies. These companies see AGV technology as the key to the supply of overall handling systems.

Jungheinrich, the West German specialist lift truck producer which has supplied around 1,200 AGVs, says small almost off-the-shelf systems involving only a few vehicles on a small circuit with fairly simple routines are cost effective for both suppliers and customers. So too are very big systems involving from 50 up to 200 or more AGVs, most commonly found in car plants. The problem lies with systems in between.

Middle-sized systems do not give the suppliers the volume of hardware to recover costs but they require almost as much effort, time and money on computer software and installation as the mega projects.

Development costs and time are always a problem, particularly with something really tricky.

Caterpillar, the world's largest construction machinery company has spent four years on so developing, in partnership with GEC of the UK, wire-less guidance systems for AGVs. GEC said a few weeks ago that the system had yet to find its first customer though there were a number of systems on trial and it was hoping to start orders.

Another problem has been fluctuations in demand. Total requirements for AGVs did not take off in the 1980s the way

some companies expected. But just as large a headache is the way demand switches gear.

This is largely due to the dominant influence of the motor industry. If General Motors (GM) or Volkswagen place a very large order it can distort the market. Though demand for AGVs has been rising overall in the US since the late 1970s, there was a peak in 1984-85 when GM ordered some very large systems.

Anticipating GM is a tough job for suppliers. Some years ago the Detroit motor giant was talking about installing up to 10,000 AGVs. Now such grand hopes have been scaled down. A plan to manufacture its own AGVs in co-operation with Fanuc of Japan was abandoned a few years ago.

The company, which has 32 assembly plants in the US alone, together with 14 main distribution and warehouse facilities, says its AGV ordering will be lower than it has been for the time being.

This is partly because it wants to digest the cost effects of its existing installations, not all of which have been a roaring success.

"Our ordering will not nearly be at the pace of the past. We may have gone a little faster than we should have," says GM, which manufactured and assembled about 6.7m cars last year. "We have been through a major plant refurbishment programme and the ordering of new AGVs may be mainly linked now to the

introduction of new models."

Despite the difficulties, however, new AGV suppliers are emerging every year. Currently there are at least 15 mainstream manufacturers and perhaps another 30 or 40 others in the sector.

"Some of these newcomers will have a rude awakening," says Ian Noble, projects manager in the UK for Jungheinrich. "Established suppliers have learnt where the pitfalls are."

Statistics on the AGV market are sketchy and contentious. Supply information from the major manufacturers and figures from Dataquest, the California-based research organisation, suggest an installed base in Europe of about 10,000 vehicles, while North America has an installed AGV population of about 3,000. There are no reliable figures for Japan but Daifuku, a leading Japanese AGV maker is thought to have made about 2,000 vehicles so far, mostly for sale in its domestic market.

Restructuring has tended to concentrate AGV making in three countries - West Germany, Sweden and the US. There are some important domestic producers in Japan but these are rarely active in export markets.

In Sweden, BT took a 50 per cent share of Telus Carriage in 1985 and gained full control the following year. In the same year it acquired a majority share of Movit, a Swedish maker of driverless hovercrafts that can carry

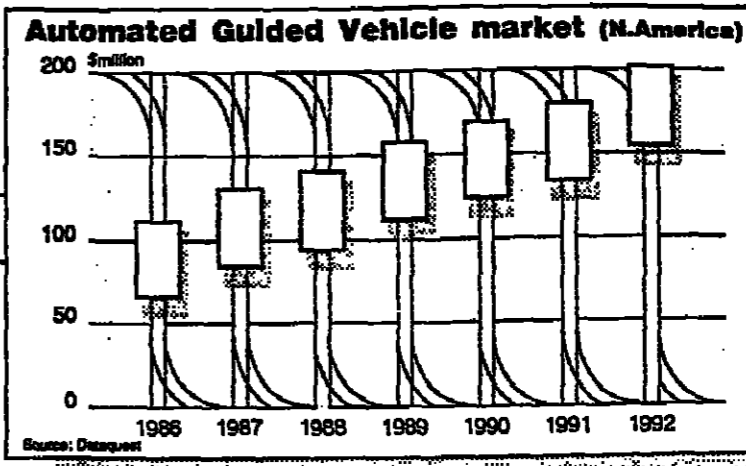
loads of up to 80 tonnes.

This year BT underlined its growing strength in AGVs by buying ACS (Auto Carrier Systems) from Volvo. The deal included the purchase of a Detroit manufacturing and systems plant serving the US car industry.

These changes have probably made BT the biggest European supplier. Karl Eric Andersson, former managing director and now advisor at BT Industries says the company (including ACS) had delivered 4,700 AGVs up to the end of last year. It made a thousand vehicles last year with total sales of SKr 400m (£38m).

In West Germany, Linde, one of the world's largest lift truck makers, last year acquired a minority stake in Wagner, a leading West German AGV supplier, and will have full control of the company during 1989. In addition, in 1986, Justus Dornier bought the Digitron AGV and materials handling company from its Swiss parent, Schindler. At the time of the purchase the loss-making Digitron was probably the largest AGV supplier in Europe. It probably still has the continent's largest installed vehicle base.

There have been other ownership shifts in Europe, particularly among smaller suppliers. CTC in France, which has supplied systems to Ford, recently bought the RTS (Robots Transport Saxty) division of Jeumont-Schneider, creating a new com-



pany called CRT (Compagnie des Robots de Transport). FATA in Italy was bought by Babcock of the UK but this year has subsequently been sold off to its managers. Thyssen in Germany has acquired majority shares of two small German AGV makers, Telet and Translift.

North America has a clutch of suppliers, including Jervis Webb, Acco Material, Interlake and Eaton-Kenway as well as Litton Industries and Raymond, the specialist lift truck maker. The industry has not been the subject of the same rationalisation as in Europe but the pressures in the market have been just as obvious.

One supplier, Portec is now in difficulties though it is completing existing contracts. Last year, Hyster, the biggest US lift truck maker closed its relatively new AGV systems factory in Ireland, signalling that it was getting out of AGVs, at least temporarily.

The Hyster decision highlighted one of the main problems for suppliers and customers. Making lumps of hardware is one thing but knitting together a system in which scores of AGVs pick up and unload materials at many locations to a flexible-computer controlled pattern takes money and manpower to get right. "You cannot sell it out of a catalogue," says Noble of Jungheinrich.

Most of the big companies in the AGV market, however, feel that the long-term benefits outweigh the disadvantages. Andersson at BT says that the Swedish company aims to be the leading materials handling group in Europe, and AGVs are important to that strategy.

The company makes a loss overall on its AGV projects, Andersson says. But having AGV capability allows it to win orders for general material handling systems which it would not otherwise do. "Overall we make a profit on materials handling and we hope that by coming up to a large scale with AGVs and spreading costs we can do that for AGVs systems on their own too."

Hermann Schreiber, marketing manager for Linde says that Wagner which has supplied about 2,000 AGVs is part of a similar strategy. Linde is on the look out for acquisitions or joint ventures that would allow it to offer complementary equipment in materials handling packages.

The concept of having broad capability partly explains why the UK arm of the US Dexdon group is now supplying AGVs, most noticeably for an armaments warehouse in England.

Noble at Jungheinrich sums it up. "Systems business is looked upon as the seed corn for the future. We have to invest in it because that will be the growth area."

UK warms to cheaper home insulation

BY PAUL ABRAHAMS

THE PRICE of home insulation looks set to drop in the UK, after the introduction of a new manufacturing process for high performance extruded polystyrene foam.

The move is not before time, given that until recently the UK had the lowest average home temperatures in northern Europe.

The UK licence for the product, called Foamular in the US, has been purchased by the Lin Pac Group, based in Yorkshire. The foam will be sold in the UK under the name of Polyfoam Plus.

UC Industries, the New Jersey-based owner of the patent, refuses to give exact figures for the cost of licencing and equipment but suggests overall investment could be around \$10m.

Lin Pac claims that the manufacturing process of Polyfoam Plus gives it a number of important advantages compared with traditional expanded foam in the UK.

Polyfoam is manufactured in a computer-controlled, reduced pressure atmosphere which provides the ability to control the cell structure of the foam. The near-vacuum permits the foam to expand more easily and leaves it with a lower density than standard moulded expandable polystyrene which is produced in normal atmosphere.

Lin Pac says these low densities can be achieved while retaining important performance properties - in particular the ability to insulate. The patent holder, UC Industries, says that traditional foam loses about 20 per cent of its thermal resistance value when manufactured at similar densities.

The advantage of low density Polyfoam is that it can be produced more cheaply than earlier extruded foam, which performed better than expanded foam, but

tended to cost more. The Polyfoam process uses 30 per cent less material than the standard extruded process - a saving which, the company argues, can be passed on to the customer.

UC Industries admits that low density reduces the compressive strength of the foam, but says that traditional rigid foam tends to be over-specified and does not need to be load-bearing.

The US company also says that the closed cell-structure produced by the near-vacuum process gives Polyfoam the advantage of water-resistance. This is in contrast with ordinary expanded foam, which takes in water, tends to dry slowly, and can easily be damaged by freezing.

UC's product has already done well in continental Europe. Rockwool Ecoprim, a part of the Rockwool group in Skoede, Sweden, has had a licencing arrangement since 1984 for Scandinavia. It claims to have captured about 35 per cent of the rigid polystyrene market with the material.

A licence to manufacture and distribute on the continent was purchased in 1985 by the German company, BASF. The plant in its Ludwigshafen factory is running at full capacity - around 70,000 cubic metres per annum - and the company says it is planning to invest in further machinery in the near future.

Lin Pac says Polyfoam will help it capture a substantial part of the UK insulation market, which is currently worth £500m a year and is expected to grow. The extruded polystyrene market is estimated this year at \$25,000 cubic metres - worth £25m.

Moreover, the Association for the Conservation of Energy in the UK expects the market to grow still further after new building regulations are introduced next year to bring Britain in line with France and Germany.



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WORTH WATCHING

Edited by Geoffrey Charlish

Swedes roll towards a higher profile

GROKO MASKIN, of Sweden, has developed a machine which rolls thin metal sheet into profile shapes from 10mm to 140mm high.

The machine can be changed from one profile to another (such as, in a simple form, from an I shape to a box shape) by two men in a maximum of three hours.

It can deal with steel sheet 1mm thick and aluminium material 1.5mm thick, in widths up to 1.5 metres.

The Groko equipment is only 20 metres long (many machines measure 45 metres), and it is capable of operating at production speeds of up to 85 metres per minute.

The sheet metal moves into the machine directly from the roll. It is cut to a programmed length and manufactured into the profiled shapes as required.

Control is by an electronic programmer into which the number of items and their length are entered by an operator.

formed its telecoms, data communications and semiconductor businesses into a new unit, Rockwell Communications Systems.

The objective is to create a new force in the information and communications industry.

The unit will focus on networking, network user applications and data communications within customers' premises.

Electronic block on mileage cheats

SECOND HAND car buyers will be able to stop wondering whether "the mileometer has been wound back" if a new semiconductor chip from Siemens, the major West German electronics company, comes into general use.

Although car engine speed meters (tachometers) have been electronic for some time, electronic speedometers/odometers have been more difficult to produce at the right price since they must store mileage for many years without error or change.

Siemens has a chip that will accumulate data equivalent to 250,000 miles. Applicable to any car, it can be adjusted to take account of such characteristics as wheel and tyre size and differential gear ratios.

Rockwell unites its information forces

ROCKWELL International, the US aerospace, electronics and automotive company, has

CONTACT: Groko Maskin: Sweden, 020 1022. Rockwell International: US, (214) 955 0202. Siemens: UK office 0222 76222.

هكذا صحت القبول

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

US dollar in demand

THE DOLLAR touched its best level since October last year... The pound's exchange rate index finished at 77.9, down from 78.0 at the start and 78.3 on Friday.

FINANCIAL FUTURES

Short sterling at day's low

THREE-MONTH sterling deposit futures closed at the day's low of 92.03 for June delivery... The UK trade position may be even worse than it looks, according to traders, because it is quoted in sterling, and will show a wider deficit if the pound loses ground later this year.

EUROPEAN OPTIONS EXCHANGE

Table with columns for Series, Bid, Ask, Last, and other market data for various European options.

£ IN NEW YORK

Table showing exchange rates for the pound in New York, including spot and forward rates.

POUND SPOT - FORWARD AGAINST THE POUND

Table showing forward rates for the pound against itself, including various maturities.

LONDON (LIFFE)

Table showing market data for the London LIFFE exchange, including various futures contracts.

CHICAGO

Table showing market data for the Chicago exchange, including various futures contracts.

STERLING INDEX

Table showing the Sterling Index and its components, including various currencies.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table showing forward rates for the dollar against itself, including various maturities.

EURO CURRENCY INTEREST RATES

Table showing interest rates for various Euro currencies, including London, Frankfurt, and Zurich.

CURRENCY FUTURES

Table showing futures prices for various currencies, including the pound and the dollar.

CURRENCY MOVEMENTS

Table showing percentage changes in currency values for various countries, including the UK, France, and Germany.

EXCHANGE CROSS RATES

Table showing cross rates between various currencies, including the pound, the dollar, and the franc.

FT LONDON INTERBANK FIXING

Table showing interbank fixing rates for various currencies, including the pound and the dollar.

NEW YORK

Table showing market data for the New York exchange, including various futures contracts.

MONEY MARKETS

A firmer tone

THERE WAS a slightly firmer tone to interest rates on the London money market yesterday... The Bank of England appeared to provide help to the money market on a larger scale than suggested by the underlying shortage.

NEW YORK

At 7 1/2 p.c. and 1 1/2 p.c. bank bills in hand 2 at 7 1/2 p.c. Late assistance of around 2 1/2 p.c. was also provided... Bills maturing in official hands, repayment of late assistance, and a take-up of Treasury bills drained 1.563m.

LONDON MONEY RATES

Table showing money market rates in London, including various maturities and rates.

Company Notices

Advertisement for MAFINA B.V. featuring a notice to holders of bonds, a final redemption notice, and company notices.

OTHER CURRENCIES

Table showing exchange rates for various other currencies, including the Swiss franc and the Japanese yen.

FT LONDON INTERBANK FIXING

Table showing interbank fixing rates for various currencies, including the pound and the dollar.

NEW YORK

Table showing market data for the New York exchange, including various futures contracts.

CURRENCY FUTURES

Table showing futures prices for various currencies, including the pound and the dollar.

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Authority Weller Unit Trust, and others, including their names, managers, and performance data.

JOTTER PAD: A grid for handwritten notes.

FT CROSSWORD No.6.644 SET BY HIGHLANDER

Crossword puzzle grid with numbers indicating starting positions for words.

- ACROSS: 1 Worthy testament to benevolence (4), 2 Burden with useless household articles (6), 3 Remote extremes of Lower Saxony seen during trip (8), 4 Electrician's position on board (6), 5 Slum it with us - you could get shot in the arm (8), 6 Old silver craft needs inside information (6), 7 Like reading about upper class in the normal way (4,3,3), 8 Left in charge - in breach of law - in shop (3,7), 9 Counter report put before Queen (6), 10 He evaluates damage when first of summer roses are ruined (8), 11 Quote me: it's regressive and sack-making (6), 12 Cut back severely on fish (5), 13 Typographer's type of dog (5), 14 Frog will absorb fertilizer again and again (6), 15 Flier's complaint (6), 16 Not in qualifying group (5), 17 Making unconventional exit (4,3), 18 Left in extreme pain, weakened (10), 19 Punch has higher share (5)

7 Case containing a rude, coarse wine (8), 8 Letters to change direction but come to rest again (8), 9 Salesman rises to swear I've engaged in striking (10), 10 In favour of fitting lock on castle (8), 11 A female with a command of language that's rich (8), 12 Team approach boundary marker (8), 13 Release and secure switch (6), 14 Put request to social worker obliquely (6), 15 Journalist going about travelled by car that's eaten away (6), Solution to Puzzle No.6.643

DOWN: 1 EDISON HOUNTIE, 2 A B I F A, 3 DELTA STANDARD, 4 G T A D T O, 5 EXERCISERS DERIV, 6 C H S I B E, 7 KOBE CONTRACTOR, 8 N A V Y, 9 NATIVITY ISSUE, 10 I W I M S T I E, 11 NOISELESS KNOWALL, 12 G L N I N Y S, 13 TEAR TOPIECES

Handwritten signature or note at the bottom of the page.

FT UNIT TRUST INFORMATION SERVICE

Prudential Life & Pension Ltd (01-431-7401)
Table listing various unit trusts with columns for Name, Manager, and other details.

Regency Life Assurance Co Ltd (01-431-7401)
Table listing various unit trusts with columns for Name, Manager, and other details.

Royal Liver Assurance Life & Pension (01-251-1453)
Table listing various unit trusts with columns for Name, Manager, and other details.

Standard Life Assurance Co Ltd - Cont'd.
Table listing various unit trusts with columns for Name, Manager, and other details.

Target Life Assurance Co. Ltd - Cont'd.
Table listing various unit trusts with columns for Name, Manager, and other details.

Marshall Financial Management Ltd (020-251556)
Table listing various unit trusts with columns for Name, Manager, and other details.

GT Management Plc (01-263-2575)
Table listing various unit trusts with columns for Name, Manager, and other details.

Thornley Investment Management Ltd (01-433-7262)
Table listing various unit trusts with columns for Name, Manager, and other details.

Trustee Investment Management Limited (042-2606)
Table listing various unit trusts with columns for Name, Manager, and other details.

Trustee International (Group) Ltd (053-47331)
Table listing various unit trusts with columns for Name, Manager, and other details.

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Table listing various unit trusts with columns for Name, Manager, and other details.

Property Equity & Life Ass. Co (070-33343)
Table listing various unit trusts with columns for Name, Manager, and other details.

Property Growth Assur Co Ltd (060-41411)
Table listing various unit trusts with columns for Name, Manager, and other details.

Scottish Equitable Life Assur. Soc. (01-251-9218)
Table listing various unit trusts with columns for Name, Manager, and other details.

Scottish Life Investments (01-221-2221)
Table listing various unit trusts with columns for Name, Manager, and other details.

UK Pensions (072-26493)
Table listing various unit trusts with columns for Name, Manager, and other details.

Widow's Life Assur Co Ltd (070-63003)
Table listing various unit trusts with columns for Name, Manager, and other details.

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Prudential Capital Life Assur. Co Ltd (01-749-0111)
Table listing various unit trusts with columns for Name, Manager, and other details.

Scottish Mutual Assurance Society (01-251-4321)
Table listing various unit trusts with columns for Name, Manager, and other details.

Scottish Mutual Investments (01-251-4321)
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Prudential Life Assur Ltd (056-47077)
Table listing various unit trusts with columns for Name, Manager, and other details.

Prudential Mutual Life Assur. (043-79000)
Table listing various unit trusts with columns for Name, Manager, and other details.

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Table listing various unit trusts with columns for Name, Manager, and other details.

Prudential Assurance Co (01-435-9222)
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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Investment Objective, and NAV.

Table of LONDON SHARE SERVICE, listing various share funds with columns for Name, Investment Objective, and NAV.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products with columns for Name, Investment Objective, and NAV.

LONDON SHARE SERVICE

AMERICANS—Contd

Table listing American companies such as Sun Co. Inc., Time Inc., and various financial institutions with their respective share prices and market data.

BANKS, HP & LEASING

Table listing banks and leasing companies including Citicorp, Citicredit, and various international banks.

BEERS, WINES & SPIRITS

Table listing companies in the beer, wine, and spirits industry such as Heineken, Carlsberg, and various distillers.

BUILDING, TIMBER, ROADS

Table listing companies in the building, timber, and roads sectors including construction firms and material suppliers.

BUILDING, TIMBER, ROADS Contd

Continuation of the Building, Timber, and Roads sector table.

CHEMICALS, PLASTICS

Table listing companies in the chemicals and plastics industry such as ICI, Shell Chemicals, and various chemical manufacturers.

DRAPERY AND STORES

Table listing companies in the drapery and stores sector including retail and manufacturing firms.

BUILDING, TIMBER, ROADS

Continuation of the Building, Timber, and Roads sector table.

DRAPERY AND STORES—Contd

Continuation of the Drapery and Stores sector table.

ELECTRICALS

Table listing companies in the electrical industry such as BSC, GEC, and various electrical manufacturers.

DRAPERY AND STORES

Continuation of the Drapery and Stores sector table.

ENGINEERING

Table listing companies in the engineering sector including mechanical and electrical engineering firms.

ENGINEERING—Contd

Continuation of the Engineering sector table.

ENGINEERING

Continuation of the Engineering sector table.

ENGINEERING

Continuation of the Engineering sector table.

ENGINEERING

Continuation of the Engineering sector table.

INDUSTRIALS (Misc.)—Contd

Continuation of the Industrials (Misc.) sector table.

INDUSTRIALS (Misc.)

Continuation of the Industrials (Misc.) sector table.

INDUSTRIALS (Misc.)

Continuation of the Industrials (Misc.) sector table.

INDUSTRIALS (Misc.)

Continuation of the Industrials (Misc.) sector table.

INDUSTRIALS (Misc.)—Contd

Continuation of the Industrials (Misc.) sector table.

INDUSTRIALS (Misc.)

Continuation of the Industrials (Misc.) sector table.

INDUSTRIALS (Misc.)

Continuation of the Industrials (Misc.) sector table.

INSURANCES

Table listing companies in the insurance sector including various insurance providers.

LEISURE

Table listing companies in the leisure sector.

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LONDON SHARE SERVICE

LEISURE - Contd

Table of stock prices for Leisure sector including companies like British Skyways, British Airways, and others.

PAPER, PRINTING, ADVERTISING - Contd

Table of stock prices for Paper, Printing, and Advertising sector including companies like News International and others.

TEXTILES - Contd

Table of stock prices for Textiles sector including companies like J. H. Rayner & Co. and others.

TRUSTS, FINANCE, LAND - Contd

Table of stock prices for Trusts, Finance, and Land sector including companies like British Land and others.

OIL AND GAS - Contd

Table of stock prices for Oil and Gas sector including companies like British Petroleum and others.

MINES - Contd

Table of stock prices for Mines sector including companies like Anglo American and others.

MOTORS, AIRCRAFT TRADES

Table of stock prices for Motors and Aircraft Trades sector including companies like British Aerospace and others.

PROPERTY

Table of stock prices for Property sector including companies like British Land and others.

TOBACCO

Table of stock prices for Tobacco sector including companies like J. H. Rayner & Co.

TRUSTS, FINANCE, LAND

Table of stock prices for Trusts, Finance, and Land sector including companies like British Land and others.

OVERSEAS TRADERS

Table of stock prices for Overseas Traders sector including companies like Anglo American and others.

PLANTATIONS

Table of stock prices for Plantations sector including companies like Anglo American and others.

COMMERCIAL VEHICLES

Table of stock prices for Commercial Vehicles sector including companies like British Aerospace and others.

COMPONENTS

Table of stock prices for Components sector including companies like British Aerospace and others.

FINANCE, LAND, ETC

Table of stock prices for Finance, Land, and Etc sector including companies like British Land and others.

MINES

Table of stock prices for Mines sector including companies like Anglo American and others.

CENTRAL RAND

Table of stock prices for Central Rand sector including companies like Anglo American and others.

EASTERN RAND

Table of stock prices for Eastern Rand sector including companies like Anglo American and others.

NEWSPAPERS, PUBLISHERS

Table of stock prices for Newspapers and Publishers sector including companies like News International and others.

SHIPPING

Table of stock prices for Shipping sector including companies like British Skyways and others.

SHOES AND LEATHER

Table of stock prices for Shoes and Leather sector including companies like J. H. Rayner & Co.

SOUTH AFRICANS

Table of stock prices for South Africans sector including companies like Anglo American and others.

OIL AND GAS

Table of stock prices for Oil and Gas sector including companies like British Petroleum and others.

DIAMOND AND PLATINUM

Table of stock prices for Diamond and Platinum sector including companies like Anglo American and others.

PAPER, PRINTING, ADVERTISING

Table of stock prices for Paper, Printing, and Advertising sector including companies like News International and others.

TEXTILES

Table of stock prices for Textiles sector including companies like J. H. Rayner & Co.

TRUSTS, FINANCE, LAND

Table of stock prices for Trusts, Finance, and Land sector including companies like British Land and others.

OIL AND GAS

Table of stock prices for Oil and Gas sector including companies like British Petroleum and others.

MINES

Table of stock prices for Mines sector including companies like Anglo American and others.

OVERSEAS TRADERS

Table of stock prices for Overseas Traders sector including companies like Anglo American and others.

NOTES: Stock Exchange dealing classifications are indicated to the right of security names... Includes information on dividends, interest, and other financial details.

LONDON STOCK EXCHANGE

Slow trading leaves equity sectors little changed but IL Gilt-edged give ground

Account Dealing Dates table with columns for Account, Dealing, and Date.

THE UK securities markets staged a slow return yesterday from the Spring weekend break. With even Cadbury Schweppes looking a little weary after last week's hectic activity...

Conventional Gilts had a very thin trading session, and were depressed at the close by the fall in sterling. However, losses were restricted to 1/8 or so. Freshbake, the Orpington-based frozen foods group, became the latest takeover victim...

After a slightly confusing performance from Tokyo, London responded hesitantly. However, the dip in the pound, following hard on the heels of the CBI's reference to the damage to export growth of the recent strength of the UK currency, helped the equity leaders to steady at the close of a dull trading session. Demand on Wall Street for American Depository Receipts (ADRs) of the UK blue chips also encouraged the UK currency, together with several other exporting stocks.

De La Rue, the security to printing concern, pleased the market with preliminary figures at the top end of estimates. Despite the impact of adverse currency movements, pre-tax profits advanced from £55.6m to £82.4m.

County NatWest Woodmac is maintaining its positive medium term stance on the group, but expects currency factors to dampen sentiment. The share price closed 13 higher at 377p.

Turnover in Cadbury Schweppes fell 11m shares below Friday's 18m total, and business was more two way. At 418p, the shares added a further 11. The weekend press fuelled hopes that Coca-Cola may take a stake in Cadbury, if only to block out Pepsi, the rival US soft drinks manufacturer.

short of a low coupon stock after July 1, when Transport 3 pc 78 '88 comes due for redemption. For technical reasons, another low coupon conventional Gilt issue is thought unlikely at present.

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FINANCIAL TIMES STOCK INDICES table showing various indices like Government Sec, Fixed Interest, Ordinary, and Gilt Edged, with columns for May 27, 28, 29, 30, 31, and Year Ago.

LONDON REPORT AND LATEST SHARE INDEX: TEL. 0898 123001 table showing opening, 10 a.m., 11 a.m., 12 p.m., 1 p.m., 2 p.m., 3 p.m., and 4 p.m. indices.

revised range. However, Shearson's technical analyst predicts that, on purely technical considerations, the shares could underperform the market by 25 per cent in the near term.

Barclays hardened 2 to 385p and Midland - a BZW favourite edged up 3 to 403p. The Irish banks were eager participants in the general upsurge in Republic of Ireland issues.

Irish Distillers jumped 63 to 296p after Monday's £17m hostile bid. Marketmakers said there was good two-way trade in the shares in anticipation of a court order to block the bid.

Activity among brewery stocks was mainly confined to the second-liners, with South Wales-based Buckley's Brewery stealing the show, rising 20 to 175p, after the bank's takeover director announced his resignation in order to concentrate on his interests in troubled textile company James Ferguson.

Wall Street boosted sentiment in the international stocks, but failed to stimulate much in the way of activity. Investors, partly reflecting the Australian Associated Press, dealt were noteworthy for a gain of 12 at 485p. Wellcome featured a rise of 14 at 536p.

Hanson was one of the more briskly traded stocks (some 5m shares changed hands) in the wake of the announcement that Kidde Inc. has sold its 62 per cent holding in Fenwal Controls of Japan to SSP Engineering for \$28.7m cash.

Boots, scheduled to reveal preliminary figures on June 3, failed to sell its 20 per cent stake in 180p. Mr Peter Clowes, director, announced his resignation in order to concentrate on his interests in troubled textile company James Ferguson.

Harris Greenaway moved against the general trend in the takeover sector and put on 6 to 148p as stories began to circulate that the outcome of the consortium bid discussions could result in a management buyout.

Dixons slipped 2 to 179p as trading in the shares in Tokyo got underway; there were reports of a takeover bid for 100m of the 9.8m shares placed in Japan last week.

The defence document issued by AG Stanley against the takeover bid from Ward White failed to trigger any major activity in Stanley shares which slipped 2 to 285p. Ward White lost 3 at 289p with traders confident that an increased offer for Stanley is imminent.

First yield, High and low record, base rates, values and constituent changes are published in Saturday issues. A new list of constituents is available from the Publishers, The Financial Times, Bank House, Cannon Street, London EC4A 3DF, price 15p, by post 35p.

هنا صد القهل

WORLD STOCK MARKETS

Table of World Stock Markets including Australia, France, Germany, Netherlands, Sweden, and Japan. Columns include stock names, prices, and changes.

CANADA

Table of Canadian Stock Markets including Toronto 3pm Prices May 31. Lists various Canadian stocks and their performance.

OVER-THE-COUNTER

Table of Over-the-Counter Stocks including Nasdaq national market, 3pm Prices May 31. Lists various OTC stocks and their prices.

Table of Japanese Stock Markets including Japan 3pm Prices May 31. Lists various Japanese stocks and their performance.

Table of London Price Changes Yesterday and Tokyo - Most Active Stocks Tuesday, 31 May, 1988.

INDICES

Table of New York Dow Jones and other indices. Includes columns for index name, date, and value.

Advertisement for Financial Times: 'Have your F.T. hand delivered... at no extra charge, if you work in the business centre of ATHENS'.

Advertisement for Financial Times: 'Have your F.T. hand delivered in Germany' with contact information for Frankfurt.

Table of Canadian and New York Active Stocks. Lists active stocks in Canada and New York with their respective prices and changes.

Closing Prices May 31

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of stock prices with columns for High, Low, Stock, and various price metrics. Includes a small illustration of a man in a hat in the bottom left corner.

Continued on Page 43

Handwritten Arabic text: "بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ"

Advertisement for 'han' featuring a person's face and text: 'han', '12 ISSUES 1 FR', 'hand delivered'.

NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices, listing various stocks with columns for High, Low, and Change.

AMEX COMPOSITE PRICES

Main table of AMEX Composite Prices, listing various stocks with columns for High, Low, and Change.

OVER-THE-COUNTER

Table of Over-the-Counter prices, listing various stocks with columns for High, Low, and Change.

Advertisement for Financial Times, featuring the headline 'Have your F.T. hand delivered in Germany' and contact information for Frankfurt and Athens.

AMERICA

Dow surges through 2,000 barrier in heavy turnover

Wall Street

EQUITIES bounced strongly yesterday, recording the second largest rise this year in heavy volume, and bonds reversed some of their recent substantial losses...

equity market in a week which sees the publication on Friday of the latest employment statistics...

millan's board had adopted a restructuring programme involving the reorganisation of its publishing and non-publishing operations into two different public corporations...

New Zealand



Foreigners return to boost New Zealand

By Dal Hayward

RENEWED interest from overseas, especially Australia, has given a much needed boost to share prices in New Zealand over the past two weeks...

Canada

STRONGER golds and base metal issues led Toronto share prices sharply higher in concert with Wall Street. The composite index climbed 62.97 to 3,249.23...

ASIA

Nikkei advances in year's second heaviest volume

Tokyo

DEMAND for stocks with specific incentives helped drive share prices sharply higher again in Tokyo yesterday, with volume reaching its second heaviest so far this year...

72m shares and Kawasaki Heavy fourth with 58m shares. In special situation stocks, Fujikura, the fifth most active issue with 57m shares...

mailed volume of 141m shares, up 61m from the previous day. SINGAPORE HIGHER commodity prices and gains in Tokyo led to sustained demand in the afternoon after a quiet morning...

Australia

AFTERNOON profit-taking took equities off the day's highs but the market still closed sharply higher, helped by early demand for industrial stocks...

Hong Kong

THE absence of any fresh news left share prices just marginally higher in lacklustre trading, and the Hang Seng Index closed up 7.29 at 2,486.62...

EUROPE

Firmer dollar invigorates trading

London

THE STRONGER dollar provided a fillip once again for European bourses, and almost all ended higher in active trading, with exporting stocks particularly popular...

INTERNATIONAL favourites ICL, Glaxo and Jaguar rose in London after Wall Street's opening revealed strong demand following the rise in the dollar...

concern over the outlook for interest rates kept a rein on equity rises and the FT-SE 100 index edged up 0.7 to 1,784.4...

rose SF75 to SF76.225 while bearers of Jacobs Suchard, its rival bidder for Rowenac of the UK, added SF75 to SF77.675...

The mystery buyer is probably friendly, writes Tim Dickson

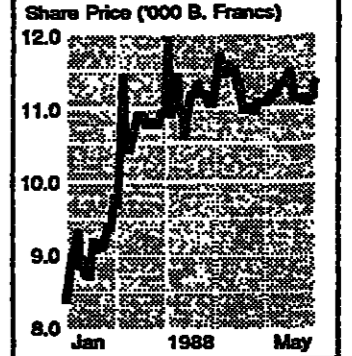
Petrofina unruffled by rumours

MR JEAN-Pierre Amory, the immaculately mannered president and managing director of Petrofina, gave a mainly upbeat account of 1988 prospects for the oil and gas group at a press briefing in Brussels last month...

Benedetti, is almost certainly friendly to the current board. Several names have been mentioned, among them the French investment bank Banque Paribas...

company is considered entirely safe from an unfriendly attack. The most up-to-date figures (based on attendances at the recent annual meeting) suggest 40 to 45 per cent of Petrofina is in fairly firm hands...

Petrofina



BF71,900, up BF75 on the day. "I'm sure the company itself knows what is going on," observes one well-placed market man...

This announcement appears as a matter of record only.

Vnesheconombank Bank for Foreign Economic Affairs of the USSR USD 150,000,000 Multi-Currency Syndicated Loan Facility

Managed by Arab Banking Corporation (ABC) Banque Nationale de Paris (Luxembourg) S.A. Co-Managed by Istituto Bancario San Paolo di Torino, Paris Branch



May 3, 1988

FT - ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns for National and Regional Markets, Tuesday May 31 1988, Monday May 30 1988, and Dollar Index. Rows include Australia, Belgium, Canada, Denmark, France, West Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Pacific Basin, Euro-Pacific, North America, Europe Ex UK, Pacific Ex Japan, World Ex US, World Ex UK, World Ex SA, World Ex Japan, and The World Index.

Base index Dec 31 1986 = 100 Finland Dec 31 1987 = 115 637 (US \$ Index) 90 791 (Pound Sterling) and 94 94 (Local). Copyright The Financial Times, Goldman Sachs & Co, Wood Mackenzie & Co Ltd 1987. South African market closed May 31